



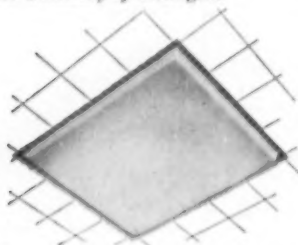
College AND UNIVERSITY Business

**AUGUST 1954: Working With Management Consultants • You Can
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of Plant Organization • Help From Churches • "Day School" Feeding**

Wakefield Beta-Plex Luminaires Ideal for Lower Classroom Ceilings



Note that Wakefield Beta-Plex units were chosen for the low ceilinged Research Laboratory Classroom at the University of Michigan.



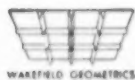
Beta-Plex is a complete unit ready for recess mounting in a suspended ceiling. Ballasts and lampholders are contained in a metal housing. A Touch-Latch releases and closes the Rigid-Arch Plexiglas diffuser, making the interior of a Beta-Plex unit readily accessible. Four sizes: 2' x 2', 2' x 4', 1' x 4' and 4' x 4'.

Need for recessed unit met by Beta-Plex; diffuser extends only 1 1/2" below ceiling line

Conventional suspended fixtures cannot be used on the new 8 to 10 foot ceilings. Required is a luminaire like the Wakefield Beta-Plex, which mounts practically flush with the ceiling. Beta-Plex has a Plexiglas diffuser which distributes light evenly, without direct glare. And when unlit, because it has a special non-specular mat finish, the diffuser does not reflect an image of the brightly daylighted window.

School officials and architects planning schools with low classroom ceilings are invited to send for an illustrated folder on the Wakefield Beta-Plex luminaire. The F. W. Wakefield Brass Company, Vermilion, Ohio. In Canada: Wakefield Lighting Limited, London, Ontario.

Wakefield Over-ALL Lighting



WAKEFIELD GEOMETRICS



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THE GRENADIER



THE PACEMAKER



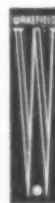
THE COMMODORE



THE STAR

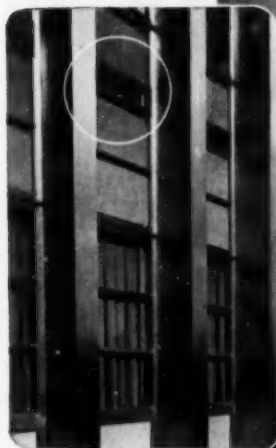


THE WAKEFIELD CEILING



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Fresh air is supplied to individual air conditioning units through intake louvers on the exterior face of the new TEXACO building, between the vertical fins which decrease the sun heat load. (See circle above.)



17 STORIES—NO BASEMENT!

• If you were in New Orleans and stopped to admire the 17 stories of architectural beauty bearing the well-known name TEXACO you would have no reason to suspect that under this modern building there is *no basement*. Because the site was soggy soil it was necessary to drive clusters of concrete piling to a depth of 85 feet and set the welded steel building frame on top of the groups of piling. To reduce the building load the frame was enclosed within curtain walls of aluminum and glass, and the broad vertical section which carries the TEXACO sign was faced with

porcelain enamel panels. On exposures subject to direct sunlight aluminum fins decrease the heat load and reduce air conditioning costs. Individual air conditioning units, automatically controlled, are located beneath window sills. Two 200-ton refrigerating machines and two gas-fired steam boilers deliver cooling and heating to these units. As in a high majority of notable buildings of all kinds throughout the nation, SLOAN *Flush VALVES*, famous for efficiency, durability and economy were installed throughout the new TEXACO building—more evidence of preference that explains why...

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PORTABLE BINS ELIMINATE WASTE MOTION

View of bake shop in main kitchen, showing stainless steel bakers' tables with portable bins underneath. Here is an example of equipment designed to save time and facilitate cleaning. Bins are wheeled directly to supply section and filled with ingredients. Rehandling is avoided—waste motion eliminated. Since there is no fixed enclosure, there are no hiding places for vermin. With bins removed, the entire area beneath table is easily accessible for cleaning.

PORTABLE BANQUET TABLES PERMIT FLEXIBILITY OF SERVICE

— View shows mobile banquet tables and food-warming cabinet in background, main kitchen. Food is loaded into tables and wheeled directly to serving area. Tables are then placed in position for most efficient service, depending upon load in banquet hall. All-welded, stainless steel construction assures a high degree of sanitation and long service life.



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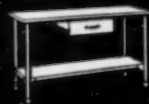
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Vol. 17, No. 2, August 1954

AUGUST 1954

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Among the Authors



Raymond W. Kettler

RAYMOND W. KETTLER, business manager and assistant treasurer of Purdue University, on page 19 considers the desirability of utilizing the services of a management consulting firm in an attempt to improve university administration. Mr. Kettler has been active in conducting statewide surveys for higher education and in recent years has served as a consultant with a management consulting firm. He is a graduate of Iowa State Teachers College at Cedar Falls. He did graduate work in college business administration at the University of Illinois and served for a short time on the staff at that institution under the direction of Dr. Lloyd Morey. Later, Mr. Kettler was on the staff of the board of regents of higher education for Oklahoma, leaving that position to join the administrative staff of Purdue.



Joseph M. Hopkins

JOSEPH M. HOPKINS describes on page 35 procedures to be followed in developing a program of more effective support from churches of those colleges that in their early history and background were church connected or church supported. Dr. Hopkins served for two years as a navy chaplain following a brief pastorate at Hickory, Pa. Since 1946 he has been a member of the Bible and philosophy department of Westminster College, New Wilmington, Pa., with the rank of assistant professor. From 1950 through 1952 he directed Westminster's \$1,245,000 centennial expansion campaign. In this experience he became particularly interested in church relations and church support of denominational colleges.



Ralph Prator

RALPH PRATOR, president of Bakersfield College, on page 40 tells how to utilize the faculty in planning a new campus. Prior to becoming president of Bakersfield College in 1950, Dr. Prator served for 10 years as director of admissions and records and as associate professor of education at the University of Colorado. Before that time he was dean of men and athletic director at Mesa College, Grand Junction, Colo. His early educational administrative career was spent as a high school principal and teacher in various schools in Colorado and New Mexico. Dr. Prator has written extensively for educational journals and developed his doctoral dissertation on "Administration of Admissions to Colleges and Universities."

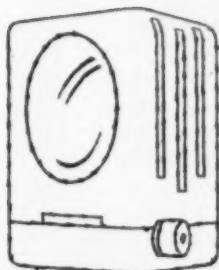


I. D. Weeks

I. D. WEEKS, president of the University of South Dakota, on page 46 raises the question as to whether the American people are prepared to pay for the costs of higher education in the expansion of present facilities that will inevitably take place in the next few years as enrollments increase. Dr. Weeks has been active for many years in educational administrative matters; he became president of the University of South Dakota in 1935. He is a past president of the National Association of State Universities, president of South Dakota Tuberculosis and Health Association, chairman of the Governor's Committee on Children and Youth for South Dakota, and chairman of the Rhodes Scholarship committee for his region.

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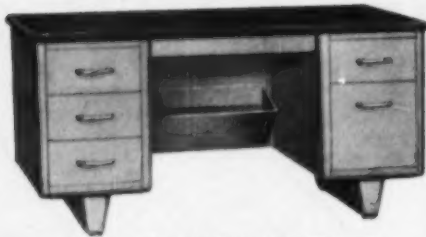


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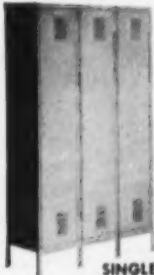
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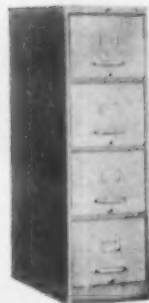
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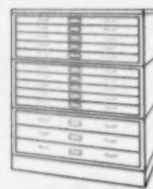
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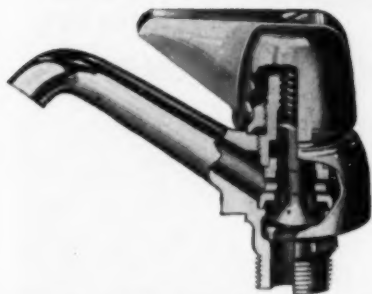
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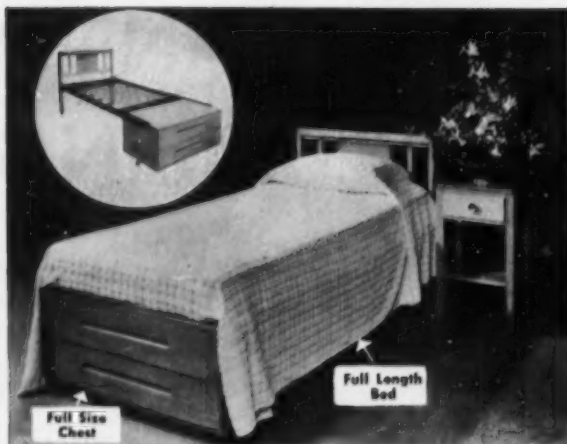
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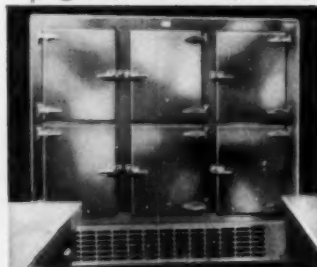
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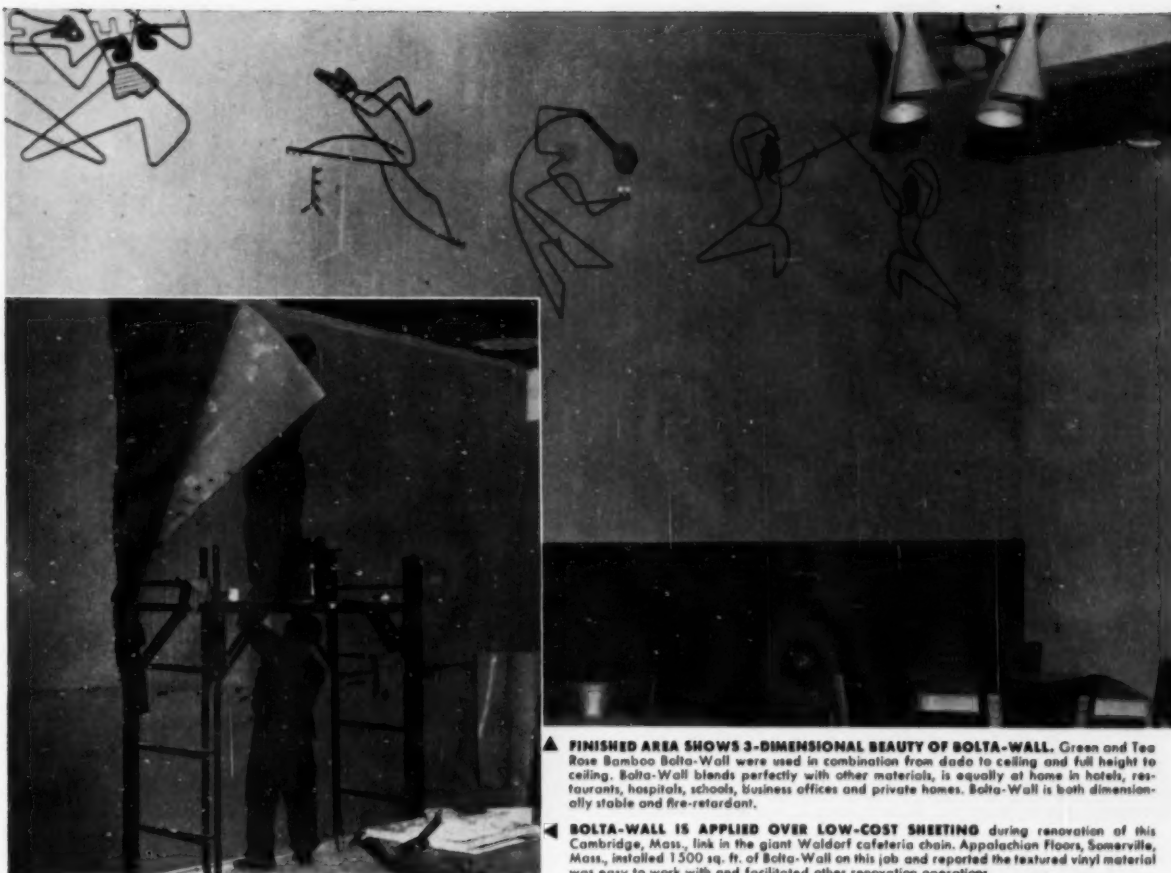
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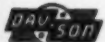
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Yet plastic ware is only ONE of the 50,000 items of EQUIPMENT, FURNISHINGS, AND SUPPLIES sold by DON for your economy, efficiency and better service; in fact, everything from the range to the napkins and toothpicks—and on everything: **SATISFACTION GUARANTEED!**

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He can help you set up your school lunch program. His experience can be a valuable aid.

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SANIBAG service not only pays off in good will, but with dollars saved in maintenance costs. Also a tremendous saving in plumber's bills arising from toilet stoppages. To provide SANIBAG service is simply good business judgment.

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That's why we urge you to have periodic health check-ups that *always* include a thorough examination of the skin, mouth, lungs and rectum and, in women, the breasts and generative tract. Very often doctors can detect cancer in these areas long before the patient has noticed any symptoms.

For more life-saving facts phone the American Cancer Society office nearest you, or write to "Cancer"—in care of your local Post Office.

American Cancer Society



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WHEREVER THERE'S BUSINESS THERE'S



in his hand

Wrap the big hand around the little hand . . . for now begins a little heart's journey into prayer . . . the guide is Dad, the goal is a security not even he can provide.

But the pattern is security, and it is Dad's privilege to supply his part of it for the little hearts in his care.

In this binding, enclosing love life finds its finest answer.

The security of our homes is our worthiest goal. And providing it is a privilege unique in a country like ours, where each of us is free to choose his way.

And, think: The security that begins in *your* home, joined to that of other homes, builds the strength of America.



Saving for security is easy! Read every word—now!

If you've tried to save and failed, chances are it was because you didn't have a *plan*. Well, here's a savings system that really works—the Payroll Savings Plan for investing in U.S. Savings Bonds. This is all you do. Go to your company's pay office, choose the amount you want to save—a couple of dollars a payday, or as much as you wish. That money will be set aside for you before you even draw your pay. And automatically invested in Series "E" U.S. Savings Bonds which are turned over to you.

If you can save only \$3.75 a week on the Plan, in 9 years and 8 months you will have \$2,137.30.

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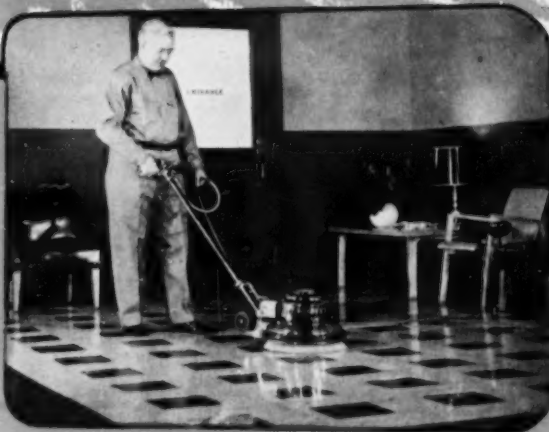
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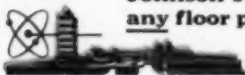
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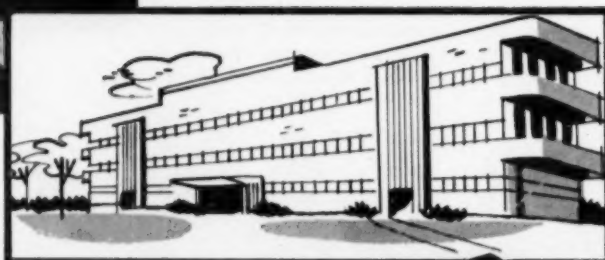
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Despite constant exposure to heavy traffic, spilled food, grease, and liquids, the Terraflex floor in the cafeteria of the Sperry Gyroscope Company at Lake Success, L. I. shows no sign of wear—looks as fresh and colorful as the day it was installed.

Johns-Manville **TERRAFLEX** Vinyl Floor Tile

...in one of the
Sperry Gyroscope Co.
employee cafeterias



**J-M Terraflex needs less care and gives longer wear than
any other type of resilient flooring of equal thickness
... pays for itself through years of low-cost maintenance**

After exhaustive tests of many resilient type floors, the Sperry Gyroscope Company selected Johns-Manville Terraflex Vinyl Tile for the floor of one of its employee cafeterias.

J-M Terraflex® is a flooring of time-proved superiority. Made of vinyl and asbestos it is exceptionally tough and resistant to traffic . . . defies grease, oil, strong soaps and mild acids.

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Available in a large range of striking colors, Terraflex is ideal for restaurants, public areas, schools, hospitals.

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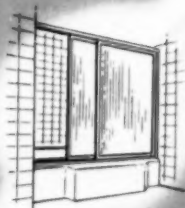
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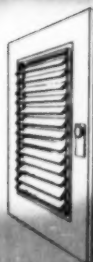
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IN WINDOWS IT IS



If you could bestow "highest honors" on windows for your school building, there can be no other choice than Ludman patented Auto-Lok Windows.

Both school boards and architects agree that Ludman patented Auto-Lok windows are unequalled for school use. School boards insist on Ludman patented Auto-Lok windows because of **low maintenance economy life-time trouble-free operation vandal protection instantaneous window control.**

No other window can compare with Ludman's patented Auto-Lok advanced design for window-wall beauty . . . or equal its **life-of-the-building permanence.** All vents can be **opened fully or closed tighter than a refrigerator door**, in a split second patented Auto-Lok hardware locks each vent separately and independently no adjustments ever necessary. No other window can provide maximum, draft-free summer ventilation, yet close so tight seal so completely against loss of winter heat.

Product of the world's largest manufacturer of awning windows and jalousies, Ludman patented Auto-Lok windows are 100% quality controlled from raw material to finished window in the largest plant of its kind in the nation.

Ludman's patented Standard Auto-Lok Windows, the **tightest closing windows ever made**, will **meet all school requirements.** However, the Ludman patented Auto-Lok Control Bar Window, retaining all of the advantages of the standard patented Auto-Lok window, was specifically designed for everlasting classroom use. The Ludman Control Bar Window provides **operating ease** that is unobtainable in any other window.

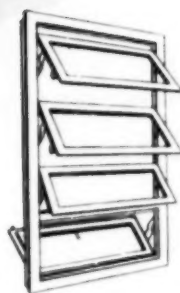
Leading architects prefer to specify Ludman Patented Auto-Lok windows because they are adaptable to any type of architectural design.

Many school installations throughout the nation have proved the wisdom of the school board and architect's selection of world-famous Ludman Patented Auto-Lok windows.

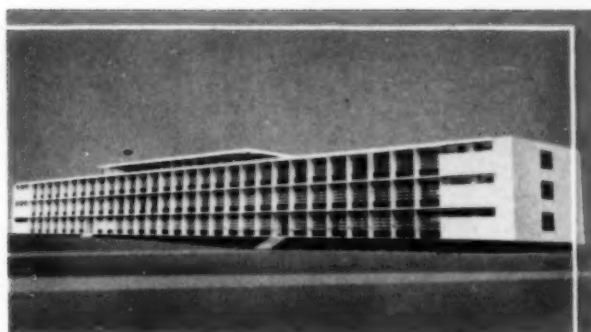
*Geoffrey Baker and Bruno Funaro in "Windows in Modern Architecture"



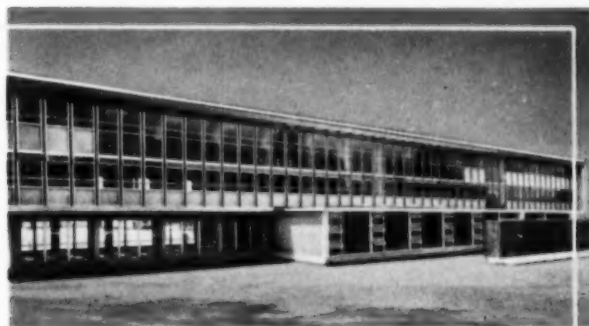
Ludman's patented Auto-Lok Control Bar simplest operating school window ever designed — vents stay open in any position. Quick, safe, effortless opening reduces window operation to absolute minimum **NO MAINTENANCE, NO ADJUSTMENTS EVER!**



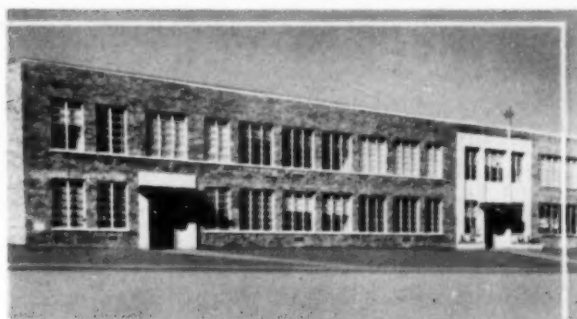
Ludman, World leader in window engineering, has developed the tightest closing hopper vent window made with a degree of airtightness heretofore unknown. The Hopper Vent can be used with the Ludman patented Auto-Lok Control Bar Window and the Standard patented Auto-Lok Window.



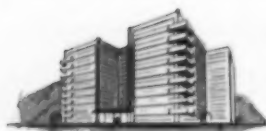
GIRL'S HIGH SCHOOL, Partilla, Panama City, R. of P.
 Architect: Ernesto de la Guardia III, Engineer: Danilo Martinez
 Builder: Constructora Interprovincial, S.A.



LAW SCHOOL BUILDING, University of Arkansas
 Architect: Paul Young Jr., Contractor: E. V. Bird Construction Co.



ST. BERNARD CATHOLIC HIGH SCHOOL, Breda, Iowa.
 Architect: James Loftus, Omaha, Nebraska
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LUDMAN
Auto-lok
AUTOMATIC LOCKING

SEALS, TIGHTER
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MEETS WHAT EXPERTS* AGREE ARE THE 10 MOST IMPORTANT REQUIREMENTS IN A WINDOW!

The Ludman Corporation maintains a complete research and engineering department, and is always happy to provide counsel regarding any window problems.

Your local Ludman representative can help you determine your special requirements for your particular installation. He can also advise you on standard applications and give you estimates at no cost.

Mail this coupon today for illustrated literature showing various styles and sizes and product information.

AMOUNT AND QUALITY OF VENTILATION?

1. 100% draft-free ventilation, because sash open to almost 90° and entering air is always scooped inward and upward into the room.

POSSIBILITY OF CONTROL OF VENTILATION?

2. You make your own weather! Perfect control in all positions from a slight crack of one sash to a full 100% opening of all sash.

IS THE WINDOW EASILY OPERATED?

3. Effortless opening and closing assured for the life of the building because of fingertip action roto-operator and friction-free, precision balanced patented AUTO-LOK hardware. A few simple turns completely opens or closes every patented AUTO-LOK window regardless of size! Patented AUTO-LOK windows never stick.

WEATHER PROTECTION WHEN THE WINDOW IS OPEN?

4. With patented AUTO-LOK you can enjoy the luxury of healthful, refreshing ventilation during rains.

WEATHER-TIGHTNESS WHEN THE WINDOW IS CLOSED?

5. Patented AUTO-LOK IS THE TIGHTEST CLOSING WINDOW EVER MADE.... many times tighter than any other window. Patented self-latching device plus "Floating Seal" weatherstripping automatically seals the window tight and isolates weather to a degree heretofore believed impossible.

WHAT OBSTRUCTIONS TO VIEW (RAILS AND MUNTINS)?

6. Beautiful exceptionally narrow sight lines are retained. Patented AUTO-LOK meets any architectural or design requirement in this respect. Concealed hardware eliminates unsafe, unsightly, dirt collecting, exposed mechanism.

FIRST COST?

7. Thanks to Ludman's streamlined methods, patented AUTO-LOK windows cost no more, than ordinary old-fashioned windows. You cannot buy better window performance at any price.

MAINTENANCE COSTS?

8. Simplified operation eliminates wearing parts; no periodic adjustments necessary. Ludman engineering leadership combines the best in design, the best in material and the best in workmanship to make a window that will perform for the life of the building with a minimum of maintenance.

CAN ALL WINDOW GLASS BE CLEANED FROM INSIDE?

9. Patented AUTO-LOK can be completely, comfortably and conveniently cleaned entirely from the inside. No gadgets to disengage; no sash to remove. Just open the window and it's ready to clean—top sash tool.

HOW DOES THE WINDOW FIT IN WITH PLANS FOR SCREENS, STORM SASH, BLINDS, ETC.?

10. Interchangeable, inside screens and storm sash are easily placed and removed. Just flip the clips.... no tools required! Operator does not protrude into room. No interference to drapes, blinds, etc.

*Geoffrey Baker and Bruno Finare in "Windows in Modern Architecture"

LUDMAN CORPORATION, Dept. 00, North Miami, Florida

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Are We Ready for the 1960's?

RONALD B. THOMPSON

*Registrar and Examiner
Ohio State University, Columbus*



IT IS NOW WELL RECOGNIZED AND GENERALLY accepted among those in higher education that college and university enrollments will be approximately doubled within the next 15 or 16 years. The full impact of this fact has not yet reached the general public nor have materialistic preparations been made for the education of this unprecedented number of youth. Major decisions remain to be made determining whether or not the United States will continue to provide opportunities in higher education commensurate with the ability and motivation of each student desiring education beyond the secondary school.

There are those in the United States who would solve the problem by limiting opportunities in higher education to those who can be accommodated within the present facilities. These persons would establish examinations and other selective devices to determine those young people who would be permitted to continue their education in our colleges and universities. Others maintain that we should continue the American tradition of providing opportunities in higher education for all who can and will avail themselves of these opportunities. This is a major decision that must be reached by the American people very soon.

During the last 50 years the proportion of high school graduates continuing on into colleges and universities has increased from approximately 4 per cent to more than 25 per cent. Every evidence points to a continuation of this upward trend and still only approximately one-half of the top one-third of our high school graduates continue on into college. Since the actual number of young people of college age, 18 to 21 years inclusive, will increase by at least 70 per cent in the next 16 years, it seems obvious that by 1970 the number attending colleges and universities will at least double the present number. This situation will develop unless artificial arbitrary limitations are imposed or present trends reversed.

It has taken scores of years in most of our colleges and universities to build and prepare facilities, plants, equip the laboratories, gather the books for the libraries, train our faculties, and put into smooth operation such schools as we now have. Can all this

be doubled in the next 16 years with no loss of quality? Much concern has been expressed in recent months lest we dilute our quality of instruction by excessive numbers. We should remember, however, that when we double our total number of college age youth, we double the number of bright ones. Before a blueprint can be drawn, buildings constructed, faculty employed and operating expenses assured, each community, college or state must answer for itself several questions.

Should the colleges and universities of the United States plan to educate all young people who desire higher education?

What will be the total cost of such education and what are the sources of revenue? Should the present framework of four-year undergraduate education and the present system of professional education be continued?

Shall the present colleges and universities be expanded and new ones established, or shall the number of students permitted to attend institutions of higher education be limited to existing facilities?

What are the changing needs of society for the education and training of youth?

Out of the answers to these and other questions will come the specific educational objectives of each college, community or state. After the educational philosophy of each unit has been expressed, policies stated and educational objectives accepted by the groups, then, and only then, can be undertaken those plans for action that will culminate in the provision of facilities for the education of these unprecedented numbers of college age youth.

The responsibility is ours to gather all the available data and present these data to those who will make the decisions concerning the future course of higher education. The opportunity is ours to work with all those who will attempt to provide American youths with educational opportunities commensurate with their abilities and motivation. The reward will be ours in the knowledge that we covet for those who will follow us the same high quality of educational opportunities which it was our good fortune to enjoy.

Looking Forward

The Battle Rages

NO MATTER WHAT TYPE OF LEGISLATION IS ENACTED in regard to veterans and higher education, nobody seems to be happy. Following World War II, P.L. 346 had the business managers in a continual state of frenzy as they tried to interpret bureaucratic gobbledegook issued by the Veterans Administration. Regulations changed from one day to the next, in some cases, which made it difficult for even a Philadelphia lawyer to keep up with the maze of contradictions. Determining the cost of instruction, in order to qualify for V.A. contracts, started some institutions off on some pretty fancy figuring and for others represented the first time that serious attention had been given to the matter of what it cost to instruct a student.

When P.L. 550 was developed in order to provide educational funds for veterans who had served in Korea and elsewhere, Congress attempted to simplify the procedures by making an outright grant to the veteran on the basis of number of months served. The legislation specifically stated that it was not designed to provide the total costs of the veteran's education nor was it to be construed as a subsidy to higher education.

The red tape of P.L. 346 has been forgotten and the attack has shifted to P.L. 550. Most of the criticism has been made by private colleges, many of them with high tuition, on the basis that P.L. 550 is discriminatory legislation in that the veteran will be encouraged to look for "bargain-basement" education to the detriment of high-cost education. Overlooked in this contention is the factor of the veteran's motivation for education and an assumption that the dollar is the overwhelming determinant in the selection of an institution. This represents a disillusioning demonstration of a vote of "no confidence" in the judgment of the veteran, and an exhibition of a lack of faith on the part of private high-cost higher education.

This stand by some segments of higher education has been taken in the face of final results of a survey made by the U.S. Office of Education which demonstrated that Korean veterans enrolling for the first time in institutions of higher education, either on a full-time or a part-time basis, follow the same general pattern of the male nonveterans in selecting a college. The final

results showed that of the 46,542 Korean veterans entering college for the first time in the fall of 1953, 41.3 per cent enrolled in private institutions as compared with 40.7 per cent of the 316,145 nonveterans enrolling. Data were received from 1854 institutions, or 99.1 per cent of the 1871 schools polled. The U. S. Office of Education made estimates for 17 colleges and universities in order to compile figures on a 100 per cent basis.

The latest proposal made in behalf of private higher education, H.R. 9235, would commit the federal government to payment of an additional \$270 to an institution for each veteran enrolled on a full-time basis. No reduction would be made in the grant paid to the veteran.

A distinctive feature of private higher education has been its independence of direct tax subsidy from local, state or national sources. If H.R. 9235 is enacted and if private colleges receive direct subsidy from the federal government, that distinctive feature becomes a myth. Private education would thus be selling out for a dollar a day per veteran. The whole proposition looks rather cheap and shoddy.

Letters to the Editor

ONE OF THE WAYS IN WHICH A MAGAZINE CAN SERVE its constituency more effectively is to provide an opportunity for readers to condemn or applaud its editorial content or policy. In most cases, a column titled "Letters" or "Reader Opinion" provides a forum for those readers who wish to place themselves on record, pro or con, on those issues of the current scene that are pertinent to the field served by the publication.

COLLEGE AND UNIVERSITY BUSINESS welcomes the opportunity to contribute to the professional competence of its constituency by making available a sounding board for its readers. Frequently there are subjects and issues upon which readers wish to comment but which are of such nature that they do not feel the necessity of expanding their comments into a full-length article of more or less formal nature. It is our hope that readers will seize this opportunity for expression and for sharing personal opinion.

THE RAPID EXPANSION AND DEVELOPMENT of higher education, the necessity of providing many new services, the absence of large bequests from single individuals, the problems of stretching limited income to meet mounting costs, the necessity of dealing with rules and regulations of the federal government in both veterans' programs and research projects have substantially increased the complexity of management of our institutions of higher education.

Gone are the days in which the chief executive of a college personally supervised all phases of management and at the same time exercised individual educational leadership. Gone is the time when a member of the governing board devoted part time actually to "running the business of the college." Gone is the time when an annual operating deficit was accepted as normal and could be expected to be made up by a contribution from one or two wealthy friends of the college. Gone are the days when we accepted as a matter of fact that service in a college or university meant a life of substantial sacrifice.

REMARKABLE TRANSITION

Gone, also, is the time when a college administrator could be selected merely on the basis of his being a nice person, belonging to the proper political party, or just being hard up and needing a job. We have passed through a remarkable transition during the past

few decades and the promise of that which lies ahead is of such magnitude as to make all of us realize the urgent necessity of a most careful consideration of all phases of management of higher education.

Today college and university business officers as well as other administrators must have both academic training and practical experience in the management of the affairs of higher education. Business officers in even our smaller colleges and universities must qualify as accountants, statisticians, attorneys, tax experts, farm managers, engineers, construction experts, organizational experts, sales and merchandising experts, and last, but not least, educators. If they fail to qualify as experts in any one of these areas,

they must at least know to what sources they can look for assistance.

The concept of a business officer as a major administrator in the operating family of a college or university came somewhat late in the organizational development of administration of higher education. As a result of this, during the last 50 or 60 years we probably have gone from one extreme to the other in our concept of college and university management.

From the days of external management on a part-time basis we have progressed in some instances to the establishment of a highly specialized internal administrative management. We have developed a professional consciousness and have many times over directed attention to the fact that the

How valuable are

Management Consultants

in helping improve our methods?

RAYMOND KETTLER

Business Manager and Assistant Treasurer
Purdue University, Lafayette, Ind.



Gone are those days when a college administrator could be selected because he was a nice fellow or just because he badly needed the job.

management of a college or university is substantially different from the management of other types of enterprises.

We have directed attention to the fact that we have no profit and loss statement and that we are chartered as not-for-profit organizations. We have proudly insisted that we are motivated by the highest ideals of service to contemporary society and to posterity. We have indicated that we add not one whit to our own prosperity as a result of our effective management and therefore we should be beyond reproach from uninformed external sources. We have accepted or even condoned some peculiar conditions because our charters or statutes may permit certain operating inefficiencies or because we believe that these conditions add to the uniqueness or individual flavor of our institutions.

CAUSTIC REMARKS

These are somewhat caustic remarks. However, these are statements that are heard occasionally whenever any suggestion is made relative to a study and review of current operating procedures. Business officers recognize that a substantial portion of institutional funds is expended to provide supporting services for the educational program. They also recognize that principles of good business management are as applicable in these areas of supporting services as they are in any commercial and industrial organization.

Business officers further recognize that philanthropic individuals are much more inclined to put their money on a live horse than on a dead horse. In other words, we can expect greater support if we give evidence of good management rather than stretching out a hand for help after we have created deficits.

Philanthropic organizations and generous public spirited individuals are still with us, but they are becoming increasingly interested in the possibility of improvement in management of higher education. In fact, they have been willing to provide funds that will enable us to study means of improving operations within our own institutions.

At least three different methods of studies are open to us in an attempt to review and improve various phases of management. The first of these is the so-called self-survey or self-study completely contained within the institution. The second is a combination of the self-survey with some assistance from outside consultants. The third is

the study or survey conducted entirely by outside consultants.

A number of the purely self-survey studies have been reasonably successful. Some of these have been supported by grants from foundations and other philanthropic organizations. Most of our colleges and universities have experts in many areas among the faculty and administrative officers. There will be engineers, industrial management experts, accountants, statisticians, time and motion experts, and a host of persons well qualified to study all phases of management and operation. These persons may be pressed into service and do a most creditable job.

However, we must remember three things: (1) These staff members presumably are already busy people and have full-time jobs of material importance to the welfare and operation of the institution; (2) they may have vested interest that precludes objectivity in making the study; (3) they must continue to live with their colleagues in the future and they may lose some of their qualities of "how to win friends and influence people" in the process of undertaking such a survey.

SELF-STUDIES RECOMMENDED

There is much value in some private soul-searching, and I would most certainly recommend the establishment of a program of continuous self-studies in certain areas. These might include continuous systems reviews, cost studies, utilization of space studies, and numerous similar programs.

The second method, which involves a combination of self-survey with some assistance from outside consultants, eliminates a number of the undesirable features of the purely self-survey. In this study it is possible to use certain staff members for the sole purpose of gathering statistical information. It is then possible to present such information to outside consultants for analysis and interpretation and finally to arrive at conclusions or possible solutions to problems through the joint efforts of staff members and independent consultants. There are several commendable features in this type of a study. Staff members are brought closely in contact with the study and recognize its purposes. They also are inclined to support the conclusions of a study in which they have had a definite task to perform. The staff members also may escape some of the criticism of their colleagues by at least

sharing the responsibility of recommendations with the independent consultants.

The third type, involving a study or survey by independent consultants or a management engineering firm, is the type of study that I wish to discuss in somewhat greater detail. Perhaps I have shared with many others some inherent dislike or distrust of the so-called old-time efficiency expert, who knew all the answers but could not provide a practicable or workable solution to the problems.

DEVELOP NEW APPROACH

Some management consultants as well as some auditors have developed a new approach to their tasks. They are no longer cold unsympathetic individuals ready to point an accusatory finger toward a squirming employee. On the contrary, they are ready and willing to work with us in any activity that will improve our operations. We have now generally accepted the auditors and we no longer think of the audit as a crook catching device. In turn, public accountants have recognized certain principles of accounting in higher education that are somewhat different than those of commercial organizations. Likewise, we must not view the survey as a means of seeking out and firing the inefficient, and, in turn, management consultants must recognize differences in aims and objectives of higher education as contrasted to commercial organizations.

In further discussing the usefulness of services of management engineering firms as related to higher education, I should like (1) to direct attention to conditions that must prevail if such services are to be of any real value, and (2) to describe somewhat briefly the approach of a firm of consultants to a study in the field of higher education. The approach that I shall describe is not necessarily standard for all management engineering firms but at least represents methods of a firm that has been quite active in the field and has undertaken numerous studies, some of which have been supported in part by philanthropic organizations and foundations.

If a study by independent management consultants is to have any degree of success it is necessary that the scope of the study be clearly defined. This may sound elementary, but the complexity of college and university management and the fact that one operation may be so closely related to another

frequently create a tendency to expand the scope beyond that originally intended and, thereby, the possibility of specific solutions to specific problems is lost.

In the second place, it is most necessary that there is a clear understanding with respect to whom or to what body the consultants shall be responsible. This may be the governing board, the chief executive, a committee of the faculty, or any other combination of individuals. The final report must be presented only to the responsible group and no information should be disclosed except by that group.

In the third place, the study should be clearly outlined and, insofar as may be practicable, determination should be made in advance with respect to which staff members should be contacted by the management consultants. These individuals should be briefed relative to the purpose and scope of the study. They should be urged to adopt a sympathetic and cooperative attitude toward the survey and to provide all essential facts and information that may be required.

Fourth, it should be recognized by both staff members and consultants that in many instances the staff member with years of experience in a particular job may know much more about the details of the job than the management consultant. It is the responsibility of the management consultant to analyze the job and the operating procedures. It may be literally impossible in a brief period of time to learn all the details of day-to-day activity or to develop a sensitivity to idiosyncrasies of personalities that may have developed during a lifetime of association.

NO FOOLPROOF SYSTEM

Fifth, it also must be recognized that any recommended procedures will be only as effective as operating staff members wish to make them. There is no foolproof system of operation that can provide efficiency without the enthusiastic and conscientious support of those responsible for carrying out the tasks to be performed. A study by management consultants is no panacea for all difficulties, but rather a prescription that should be followed to assist in solving some of our management problems.

Finally, it should be recognized that periodic review after the initial proposals and recommendations by the management consultants may be ex-



The study should not be designed deliberately to embarrass any staff member. On the other hand, it must be recognized that the consultants are paid to develop solutions to specific problems. This cannot be done if the study ignores difficulties that may prove embarrassing to someone.

tremely useful. Additional growth and development, changing conditions or changes in personnel within the college or university may justify additional studies or reviews of procedures and operations. If these conditions prevail management consultants may be employed effectively to study certain phases of college or university management.

How, then, do these consultants go about their business? A member of one firm of consultants has described in considerable detail the procedure followed in undertaking a survey or study. He has stated as a fundamental principle that the professional skill of the management engineer is directly measured by his ability to analyze. The mere accumulation of factual knowledge is of little value unless the consultant can apply such facts to the solution of specific problems.

FOUR PHASES SUGGESTED

The purpose of management planning has been described as the development of a solution to a well defined problem. The solution must be workable, salable or acceptable and timely. Four phases of management planning

have been suggested by a member of a consulting firm: (1) research, (2) analysis, (3) presentation and (4) installation and follow-up.

The first of these includes planning the study and gathering the facts. Planning will include determination of the objective and scope of the study, development of time schedules, determination of information required, possible sources of information, determination of the form, and the end product. In gathering the facts, attention again must be given to time schedules and further attention to outlines and organization of data.

ANALYSIS IMPORTANT

The second phase, that of analysis, has been described to include defining the problem, determining the causes, determining objectives of the solution, developing an acceptable solution in principle, and designing a solution in detail. This is a most important phase in management engineering.

The consultant must be an analyst above everything else. He should be able to review problems of management from an independent, impartial point of view. Again he may not know

all of the minute details of a particular job within the organization and may not be familiar with the personality complexes of each staff member. The latter may be advantageous.

It should be recognized that the consultant cannot resolve all problems with a magic formula, but if staff members of the college or university are cooperative and open-minded, if all pertinent facts are presented, and if all information is freely given, the consultant should develop a solution that is workable and acceptable.

As previously indicated, the management survey is not designed to "get" anyone. The conscientious management consultant will not deliberately or maliciously injure the reputation of any staff member, but in the process of analyzing the problem and developing a solution there is always the possibility of statements and suggestions that may injure some feelings. While management consultants occasionally will direct attention to commendable features of a given operation, it should be remembered that they are paid to direct attention to operations that can and should be improved. The report of the management engineering firm will go only to those persons who are responsible for management and who have a right to know how management may be improved.

CREATURES OF HABIT

The presentation phase may involve an oral as well as a written report. Management consultants generally have a technical staff well trained to provide charts, graphs, diagrams and other visual aids that will be helpful in understanding the written report. For example, they may prepare a flow chart of a particular phase of operation as it now exists and place this side by side with a flow chart indicating their recommendations. This will be most enlightening. We are creatures of habit and tend to continue operating procedures merely because we have made them part of our daily lives. In connection with presentation, the management consultant should provide a full explanation for all proposed changes.

The final phase involves installation of proposed techniques and operating procedures. This may involve the preparation of operating manuals and a pilot or test installation on a small scale followed by complete installation when procedures are learned and have proved successful. Subsequent periodic

follow-ups also may be most helpful to the college or university.

It is my personal belief that the services of management consultants ultimately will become as common in colleges and universities as the services of public accountants. It is also my



belief that administrative officers will welcome all of the possible assistance that may be available as we experience the increases in enrollment that are bound to come. We have made much progress in management of our colleges and universities but much remains to be done.

If we are to maintain educational opportunities without insurmountable economic barriers, we must use all of our own ingenuity and look for such help as may be available to improve constantly all phases of management. We must streamline our operations, eliminate unnecessary paper work, and further improve utilization of facilities. We must use present personnel effectively and at the same time we must be certain that we are adequately staffed to perform all necessary services to promote the educational programs of our institutions of higher education.

A recent questionnaire of the Council for Financial Aid to Education includes a question with respect to previous or proposed surveys. If we are to receive continued support from foundations, the general public, governmental agencies, industry and philanthropically minded individuals, we must at least indicate our willingness to utilize all available services that might promote more effective management.

Management consultants whom I have known have not attempted to blueprint the curriculum of a college or university, but they have successfully analyzed organization, office management, registration procedures, all phases of business management including operation and maintenance of the physical plant, housing, food services, all other auxiliary enterprises and service enterprises, procurement, utilization of space, and future planning and development.

May I state briefly those most important conditions that should prevail

in order to make the most effective use of the services of a management engineering firm. There must be specific understanding with respect to the reporting responsibility of the management engineering firm. The scope of the study should be definitely predetermined. While some modifications may be necessary and desirable as the study progresses, much effort may be dissipated unless the extent of the study is well defined.

It should be recognized that the study can be successful only if there is full cooperation on the part of the college or university staff. Management consultants may prescribe even as a physician, but the effectiveness of the prescription is contingent upon faithfulness in following suggestions and recommendations. Any operation is only as good as the staff that performs the tasks involved.

COLLEGE STAFF NEEDS BRIEFING

The staff of the college or university to be contacted during the study should be briefed by appropriate administrative officers of the institution with respect to the purpose and objective of the study. It should be understood that the consultants may not know every detail of every job, and the consultants should recognize that there are institutional differences that should be preserved.

There is probably no single blueprint of management that will be equally effective for every institution of higher education in this nation. The study should not be designed deliberately to embarrass any staff member. On the other hand, it must be recognized that the consultants are paid to develop solutions to specific problems in management. This cannot be done if the study ignores difficulties that may prove embarrassing to individuals. The consultants must be prepared to justify by thorough explanation any proposed changes.

If these conditions prevail and if there is a thorough meeting of minds and complete understanding of the purpose of the study, management consultants may perform a most useful service for higher education. If we view such a study with alarm and suspicion, we should avoid these services and continue to hope that no ultra-inquisitive group will ask us that big question of "Why?"

From a paper presented at the National Association of Educational Buyers, Pasadena, Calif., 1954.

In 34 institutions surveyed, here is general

Pattern of Organization of Physical Plant

L. L. BROWNE

Supervising Engineer, University of Arkansas

THERE WAS CONSIDERABLE DISCUSSION of the organization of the physical plant department, and of the charts showing this organization, at the Association of Physical Plant Administrators meeting at the University of Michigan in 1952. W. P. Wetzel, Temple University, and I were delegated to send out a questionnaire covering these organization charts. This is a report on the findings of this questionnaire.

All of us who have been identified with a growing institution probably have wondered if our organization was adequate properly to handle our problems, whether someone else had a better setup, and if the institution doubled in size would our organization expand smoothly.

It was suggested that three sets of charts be completed, making a division on (1) enrollment up to 2500; (2) from 2500 to 10,000, and (3) from 10,000 up. There was no idea that ideal organization charts could be made, but a comparison of charts from various institutions giving the number of men and divisions in the various brackets should be of value and possibly a pattern would be indicated—also that institutions of similar size could contact one another to discuss special details. The field coverage suggested was fairly wide, and questionnaires were sent to 73 institutions all over the country with enrollments varying from 300 to 30,000. Answers were received from 53 institutions, 34 of which had organization charts. These answers were from the following types of institutions: land-grant, 14; state, 13; municipal, 3; private, 20, and medical, 3.

Some factors which will affect the kind of organization used are the type

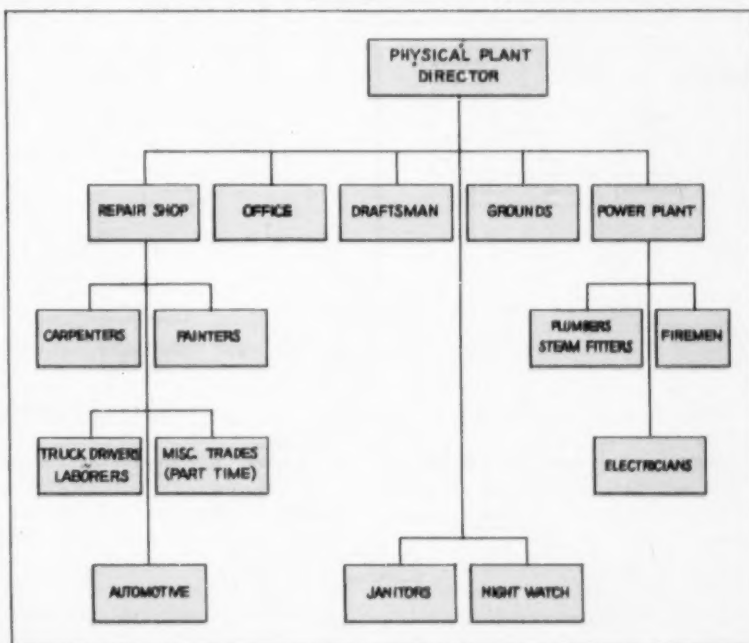
of educational program, the number of campuses, the age and type of the buildings, the amount of work contracted, and others. Actually, a comparison of organizations on the basis of enrollment was found impossible. One school with 1000 students had 10 million cubic feet of buildings; one with 5000 students had 6 million; one with 8000 students had 11½ million, and one with 2200 students had a cubage of 25 million. It was thought that a better division of institutions would be on the basis of the cubage of the buildings maintained.

In checking the organization charts some confusion and variation can be expected owing to (1) personnel—a man of ability and responsibility is sure to have more duties than another with lesser qualities; (2) age and type of buildings, which will affect the

number of mechanics required to keep them in repair; (3) amount of money available, which affects the adequacy of personnel and materials; (4) quality of maintenance desired; (5) amount of work contracted outside the organization. With all the "ifs" and "ands" and "buts" there are some common denominators. We all direct the operation and maintenance of buildings used for educational purposes; we all have grounds, roads and walks to care for; we all are responsible for the provision of utilities.

In analyzing the organization charts the questionnaires were arranged in order of the total cubage of their buildings maintained by the physical plant organization. An organization chart was then drawn up showing the minimum number of divisions needed to operate (Chart 1). Some of the

Chart 1—For organizations having building space up to 9 million cubic feet.



From a paper presented at the meeting of the Association of Physical Plant Administrators of Colleges and Universities, 1953.

smaller schools may contract such work as automotive and not have this division, or others. As the institutions increase in size, foremen of divisions appear with perhaps a general foreman over the repair shops or a chief engineer over the power plant, the draftsman becomes an engineer or architect, and from a cubage of 3,700,000 up an assistant director appears. This chart seems to satisfy the organizations having up to 9 million cubic feet. Then it swells.

The names of the main divisions do not always agree with the names selected by the various institutions, but it is believed that they are descriptive of their functions.

Now we begin to encounter the "ifs," "ands" and "buts," and personnel abilities show up. Some do not have responsibility for new building planning or supervision, so remove this from the chart. Most physical plant departments do some if not all of their utility extensions and their remodeling.

Not many afford a landscape designer, but this designing must be done whether a consultant or the director of physical plant does it. The grounds divisions might seem to be directed by the landscape designer, and should

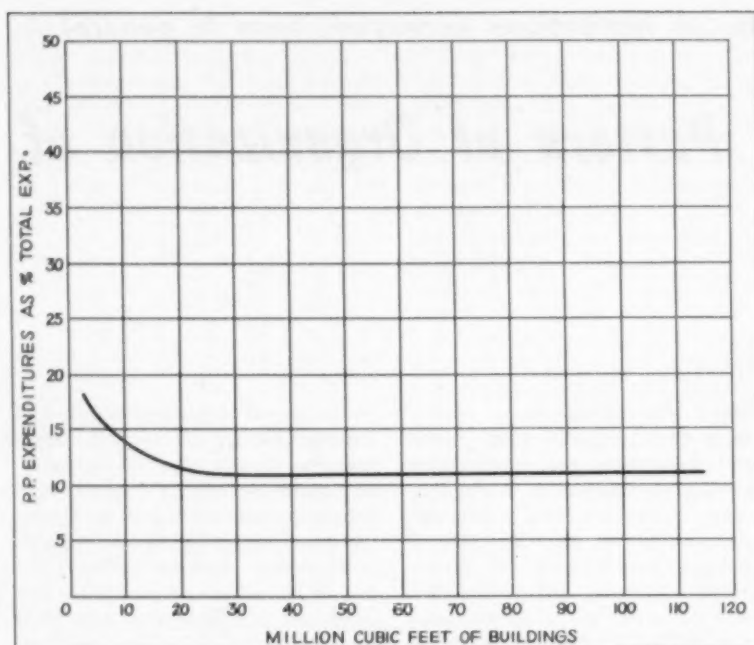
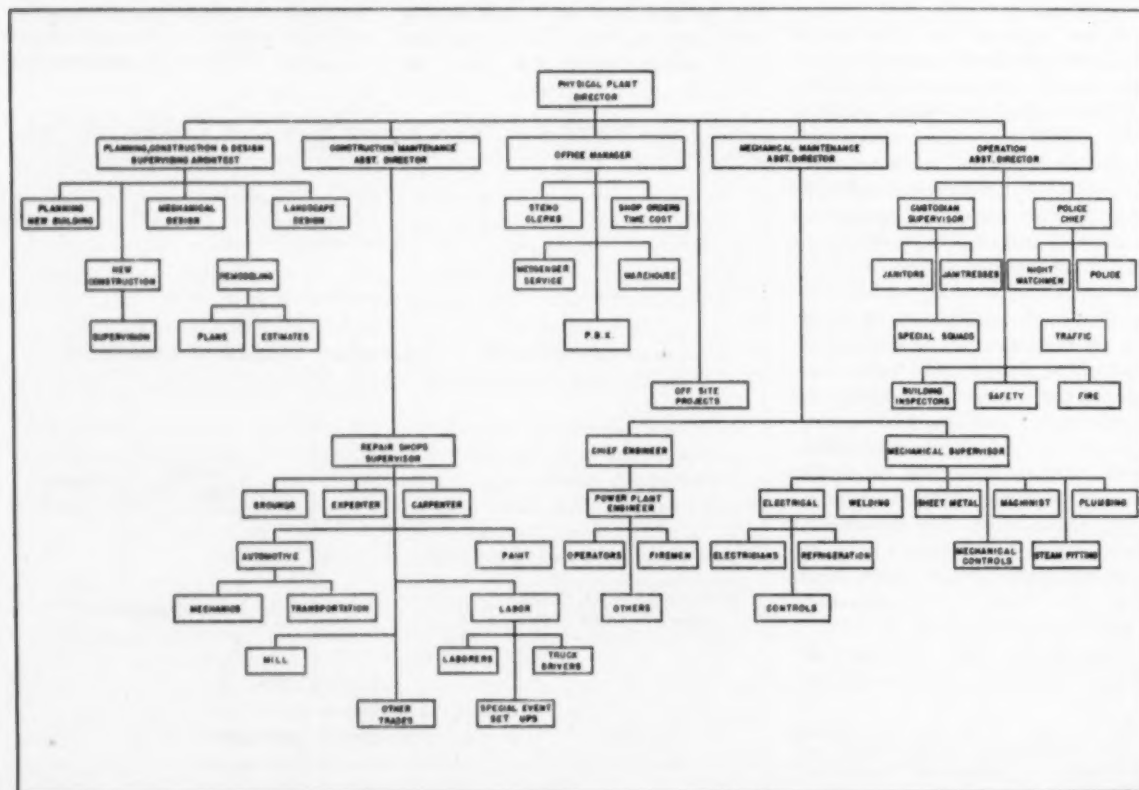


Chart 3—Physical plant expenditures as a per cent of total expenditures.

receive his supervision, but the actual work is better considered as a shop division receiving its order in a regular manner and under the supervision of repair shops where any spare time and

emergency labor requirements can be handled without going through the director. Most institutions either place the grounds division under the repair shops or make it a separate division.

Chart 2—For organizations having building space of 40 million cubic feet and more.



Some schools have summer camps, observatories, airports. These are "off-site projects," which probably have an organization of their own.

Of the 19 reporting in this cubage bracket, 6 had a general assistant director, 6 an assistant director in charge of maintenance, 2 an assistant director in charge of power plants, 3 an assistant director in charge of operation, and only 2 had more than one assistant director.

The majority divides maintenance into construction or repair shops and mechanical or power plant. A number show the power plant alone and the electrical, plumbing, steam fitting shops under the repair shop. As the chief engineer of the power plant is probably a technically trained man and as the steam fitting, electrical and plumbing shops are closely allied to the operation of the power plant, it seems logical that they should fall together under mechanical maintenance. Sheet metal and welding and machinist divisions are often placed under repair shops. This is up to the discretion of the director; reporting institutions are about evenly divided on this allocation. Eight out of 19 in this cubage group reported refrigeration divisions, most of them under the electrical foreman but a few under plumbing. This can be considered a personnel decision.

Under construction maintenance or under repair shops, carpenter, paint, labor and other trades (plasterers, bricklayers, tile setters) seem to fall logically. Bus drivers sometimes are placed under another heading than automotive, but the buses must receive mechanical checkup, washing and repairs, and so there should be close contact between the auto mechanics and repair shops. Driving schedules can be handled through the office.

LESS AGREEMENT HERE

There seems to be less agreement on who is responsible for the "special events setups" than for any other division. It is placed under labor, grounds, janitors, and as an independent division. Sometimes all of these need to be called upon for some setup and perhaps there are enough of these "setups" to require a special crew full time, but in general the spare time of such workers will be used as common labor.

There is also a division of opinion as to whom truck drivers should report. Their work is delivering materials,

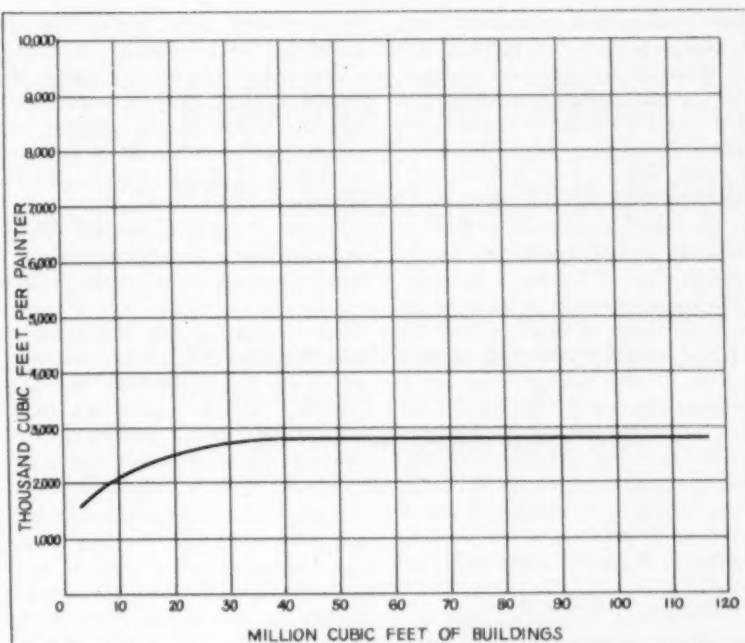


Chart 4—Thousands of cubic feet maintained per painter.

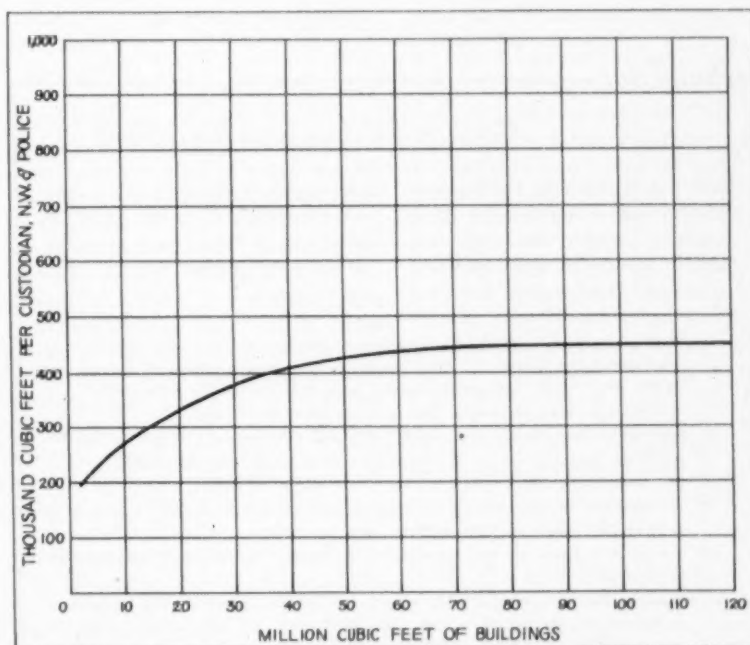


Chart 5—Thousands of cubic feet maintained per custodian.

hauling trash and hauling men, and should fall under the repair shop supervision, and in the majority of cases under labor.

In 1931 the Association of Physical Plant Administrators specified that the costs of janitor service should include both janitors and police and night watchmen. All institutions do not have a foreman or supervisor over

both of these groups but the workmen report directly to the director. With the increase in cubage the operation personnel increases to such size that a supervisor or, as in the next higher bracket, an assistant director is justified. A building inspector now appears in a few cases. He should be a high type of man trained to see and report dangerous and fire hazardous

conditions, forgotten maintenance, such as plaster patches not painted, raw woodwork, dripping faucets, and general janitorial conditions. He could be of value in making up the maintenance program of work needing to be done.

Around a cubage of 40 million and up, the organization chart (Chart 2) seems to expand again. Of the 14 reporting in this bracket 5 had general assistant directors, 6 assistant directors in charge of planning construction and design, 1 landscape assistant director, 1 office assistant director, 8 assistant directors in charge of construction maintenance, 7 assistant directors in charge of mechanical maintenance, 3 assistant directors in charge of power plant, 3 assistant directors in charge of operation, and 1 assistant director in charge of safety and protection.

The planning, construction and design division assumes such importance in this group that in a number of institutions it is made a separate department, not answerable to the direc-

tor of physical plant but directly to one of the vice presidents. In others, a supervising architect has charge of the planning and construction part and does not report to the director of physical plant. When all or part of this division does not report to physical plant, it naturally disappears from the chart. In general, assistant directors are in charge of construction maintenance, mechanical maintenance, and operation.

Under construction maintenance more foremen and assistant foremen appear, and the carpenter mill becomes a separate division. Another division that appears in a few cases is that of expediter. In a manufacturing plant this would be the scheduling division.

Under mechanical maintenance, besides swelling in size, two new headings appear—electrical controls and mechanical controls. With the increase of electrical and mechanical controls on the heating, ventilating, air conditioning and other controlled equipment, specialists in handling and maintaining these controls appear advisable.

Under operation, building inspectors become commoner and safety and fire prevention divisions appear. In one case a department of safety and protection, not responsible to physical plant, has been formed.

No attempt has been made to show any organization details below the foreman of a division. In general, with some changes in names and some shifting of individual divisions to different heads or assistant directors, the organization charts of the physical plant departments seem to follow a well defined pattern.

Besides the organization charts considerable other data were given on the questionnaire. The number of men employed in each division of each institution reporting was tabulated and arranged in order of institutional cubage. Groping for a basis on which the institutions might be compared or on which the number of men required in particular divisions might be indicated, we calculated the number of cubic feet of buildings maintained per man. The factors of type, age and condition of the buildings, size of the grounds, special services required, and the amount of work done by contract, and others affect the number of employees. Points were plotted in the accompanying charts and an arbitrary curve was drawn which seemed to indicate the general tendency. On two of these charts, for example, curves were drawn showing the thousands of cubic feet maintained per painter and per custodian. (See Charts 4 and 5 on Page 25.)

In general, charts seem to indicate that the larger institutions maintain more cubage per man in all branches. This probably can be attributed to more highly skilled men, more adequate tools, and better organization.

In statistics of higher education, published by the U.S. Office of Education, are listed the expenditures of each institution in the country and also the expenditures for physical plant operation and maintenance. Physical plant expenditures were figured as a per cent of the total expenditures and a curve was plotted.

Again, there are variable factors, such as more heat required for northern schools than for southern schools, and others previously mentioned. The curve now reverses, as would be expected, and shows that the smaller schools generally require a larger percentage of the budget than do the larger institutions.

Technics for

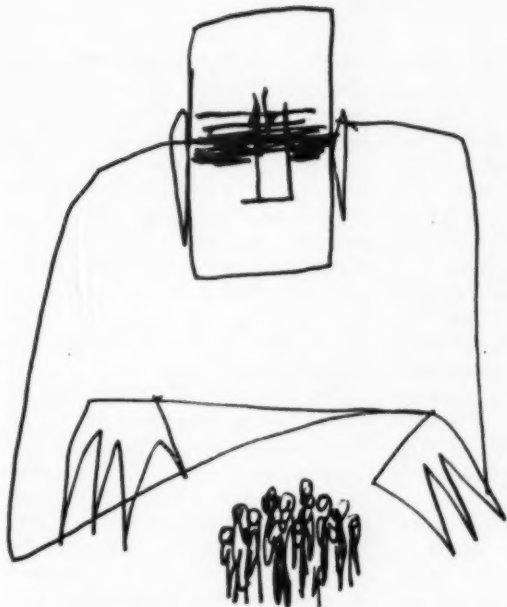
Group Discussion Leaders

THIS IS A TENTATIVE, PARTIAL, INCOMPLETE list of technics for group discussion leaders that will help them in developing skills for dodging issues. The list gives the alter-

nate modes of retreat which, when used properly, will enable the group leader to withdraw forces gradually and leave the problem solvers baffled and helpless.

1. Find a scapegoat and ride him. Americans always can blame the Russians, and the Russians, the Americans. Both can blame the general apathy of the people, or the atom bomb, and everybody can, of course, blame the social order.
2. Profess not to have the answer. That let's you out of having any.
3. Say that we must not move too rapidly. This avoids the necessity of getting started.
4. For every proposal set up any opposite and conclude that the middle ground (no motion whatever) represents the wisest course of action.
5. Say that the problem cannot be separated from other problems. Therefore, it can't be solved until all other problems have been solved.
6. Ask what is meant by the question. By the time it is clarified it will be time to go home.
7. Discover that there are all kinds of inherent dangers in any specific formulation of conclusions; danger of seeming too pro-Russian, too anti-Semitic, of having your statement in the hands of the wrong people, or of committing the organization too deeply.
8. Appoint a committee.
9. Wait until an expert can be consulted.
10. State in conclusion that you have clarified your thinking. This completely obscures the fact that nothing has been done.
11. Point out how the deepest minds have struggled with the same problem. This implies that it gives you credit even to have thought of it.
12. In closing, thank the problem. It has stimulated the discussion, contributed to our growth, opened up new vistas, shown us the way, challenged our inventiveness. We may have wasted two perfectly good hours, to be sure, but the problem should get the medal.

American Friends Service Committee



Colleges Can Raise the Money They Need

**How two colleges, by starting
central fund raising office,
actually quintupled their gifts**

Fund raising should be coordinated in one office regardless of its size, so that the director can decide into what fund a debatable gift is to be credited.

AUSTIN V. McCLAIN

Easton, Pa.

EVER SINCE THE END OF WORLD War II the newspapers have been filled with the stories of the plight of educational institutions, brought about in the main because of the decreasing value of the dollar. These stories have brought the problem before the great body of thinking people.

The stories are all true. Most educational institutions are having financial troubles of one kind or another. The great dividing line between the institutions is that there are those whose officials talk about the problems and those whose officials are busy doing something to solve them. I know of nothing more inherent in the American genius than our determination to solve our own problems, and some of the colleges are taking the leadership in solving theirs.

FINANCIAL PROBLEMS NOT NEW

In the first place, financial problems are not new to colleges. I have never read a college history where there hasn't been at least two or three periods during which the college was in imminent danger of closing. Most of my experience has been with men's colleges. They not only have to face changing economic conditions the same as every other organization, but they lose virtually their entire student body about once a generation when our nation has to defend itself. Men's colleges are more adversely affected by

war than is any other organization in the country.

I have had a part in an experiment in two colleges during the last two and a half years which I believe proves conclusively that colleges can raise the money they need to finance themselves, and to move forward.

Some colleges have planned programs to raise money, most often called development programs. Such programs are of fairly recent origin and, for the most part, exist in the larger institutions. Many colleges have annual funds, which bring in modest amounts. Very few have a carefully worked out plan designed to produce funds from all the possible sources over a long period of time.

John D. Millett, in one of his volumes published by the Commission on Financing Higher Education, says it this way: "... an institution needs to have some definite program of fund raising. This will not be the same, necessarily, for any two institutions." He then goes on to say: "The college or the university which does not make the effort to promote philanthropy is very likely to obtain little of it." Mr. Millett's comments on fund raising ought to be read by every person in the educational field who hasn't read them, and reread by everyone else. It is the most competent lay presentation I have ever read; I agree with every word of it.

Promoting philanthropy is akin to the sales or promotion department of any business. Businesses that thrive have good sales departments. They are an important part of the business, not a part-time, hit-and-miss division of some other department.

They spend time every year making their plans for the year. They estimate how much they may be able to sell. They set quotas. They work carefully to ascertain who their prospects are, and how these are going to be reached. Remember, this is a full-scale department in a business, not just an informal adjunct to the president's office. It is a continuous task of planning and reaching out by advertising, letters and personal calls on all potential prospects.

MUST BE CAREFULLY PLANNED

If business thrives on a good sales department, why shouldn't a college have a good sales department? Why shouldn't there be someone to study the prospects for the immediate future and for some years to come? Wouldn't it be good business for him to ascertain who the people are who might be interested in filling the needs of the college? Then shouldn't he decide how these people can best be informed and encouraged to give?

In my opinion, "promoting philanthropy" means a consistent, intelligent and carefully planned program. It

does not mean an occasional speech or reams of newspaper publicity.

A development or promotion program is distinguished from an intensive campaign. Its intent is to develop the interest of alumni and friends in a long-range support of the institution. We have seen many instances of donors to a campaign who continue giving in even larger amounts if their interest is kept up. Too often a college gets the gift in the campaign and forgets about the prospect until the next campaign. This is because there is no definite plan to continue the work or to expand it.

The development program is planned to develop all the types of giving, which include annual gifts, bequests, insurance and capital gifts. It is aimed at obtaining these gifts from all the groups that might be potential donors. These include alumni, friends, resi-

dents of the area, parents of students, companies and foundations. The interests of these groups vary, and the appeal must be made to them in different ways. Above all, there must be some definite plan to reach them.

Someone has to be in full-time charge, for one thing. It isn't the sort of thing that can be done as a part-time job. It is not easy to man such a position either, because the number of people who have had experience in such work is extremely limited. Our part in these programs in both institutions has been to guide the men in these positions, to help them plan the year's work, and to direct the work.

The one outstanding danger in the work of the development director is that he may get involved with some other work around the college without realizing it. Since the job is a new

one, he may be assigned certain tasks that seem remotely connected to promotion. The first thing he knows, he is giving more time to them than to raising money. This has happened times without number, and before long there is no fund raising office. True, the office may keep a record of what comes in and may have a file of prospects, but there is no day-to-day work and planning. The longer this goes on, the more the director becomes separated from the main work.

The plan of fund raising from all sources in an organized way is of fairly recent origin. Many colleges, however, have had an alumni fund for many years. Sometimes the fund is operated by a separate alumni organization; sometimes it is operated by the institution itself. If it is operated by an independent organization, and a development office is started, there may be some difficulty. In the main, this is usually a matter of personalities, but a very real problem has to be faced in the organization if a maximum job is to be done. If all involved see the entire picture from the standpoint of what is best for the institution, this can be avoided entirely.

The alumni fund has been a good vehicle for gathering personal gifts. It is not a substitute for the over-all development program. For instance, in 1952 living donors gave a total of \$320,000,000 to American education. According to the report of the American Alumni Council, 270 alumni funds produced in the vicinity of \$20,000,000, or slightly more than 6 per cent of the amount given to education. It must therefore follow that the over-all development program is raising the major portion of the funds for education.

The best solution in organization, though not an easy one, is to have the development office give supervision to *all* fund raising. Then the director can decide what is the best policy with respect to each method of raising money. There is then no so-called competition between funds, and no problem of whether a gift should be credited to a certain fund. If there is no coordination most of the difficulty comes from "who gets credit for what?"

In one of the colleges where I work, the former alumni secretary was put in charge of the development office. The college raises the alumni fund, so he's in charge of that too.

In the other institution, the independent alumni office raised the alumni



Promoting philanthropy is akin to the sales or promotion department of any business. Businesses that thrive have good sales departments. They are not part-time, hit-and-miss divisions of some other department.

fund, but shortly after the development office was organized, this office was given the job of raising the alumni fund for the alumni association. The alumni office gives full cooperation, but the actual planning and work of the fund is in the development office. In two years, the fund has increased 276 per cent, proving the wisdom of the change.

In both cases, a new committee was organized to have charge of the fund, made up of top flight alumni and trustees, to give the fund the importance it deserves. In both cases, the fund increased tremendously simply because it became an official part of the institution, rather than a problem for the volunteer alumni group. Larger donors are more likely to give to an official project of the trustees, rather than to an unofficial activity of an independent alumni association. I have seen both methods in operation, and have participated in various systems, and there is no substitute for having an official body of the college operate the fund raising, if the intent is to do a maximum job. This cannot always be done because of personalities and individuals who feel the alumni association should be independent and watchful of the trustees. This is a paradox I have never been able to understand.

In these development programs, it is more logical to have a parents' committee raise money from the parents, rather than to ask them to give to the alumni fund. The very name connotes a responsibility on the part of alumni. If the college is to raise an annual fund from companies or to approach companies for gifts, why not have a corporation committee?

In addition to seeking these annual gifts by separate committees from alumni, friends and industry, our development office also operates a bequest program under a bequest committee. The office is engaged in a capital gifts program also, which is not an intensive campaign but one that places projects before people who can finance them, and it has met with unusual success.

The greatest advantage I see in having a coordination of the fund raising in one office, regardless of the size of the office, is that the director is able to decide into what fund a debatable gift is to be credited. Where we have an option, we do it solely on the basis of *what will do the college the most good* in its future relationships to the donors.

The result of coordinated fund raising can be seen from the following figures. These figures were not dug out and rearranged to prove the case at all. They are as accurate as can be

COMPARE THESE TWO RECORDS

COLLEGE A

Average of gifts for 10 years previous to 1947, not including bequests..... \$99,307

(The largest year was \$250,722, of which \$107,000 was actually a gift to an intensive campaign which was to start in a few months.)

1947-49 Intensive campaign for \$1,500,000 which raised..... \$2,000,000

1950-51 Development program started, not including alumni fund

1950-51 Alumni fund..... \$73,059

Other gifts, not including bequests or payments..... \$219,240

TOTAL..... \$292,299

FULL DEVELOPMENT PROGRAM STARTED

1951-52 Alumni fund..... \$151,348

Other gifts, not including bequests..... \$232,743

TOTAL..... \$384,091

1952-53 Alumni fund..... \$201,000

Other gifts, not including bequests (bequests \$125,005) \$340,000

TOTAL..... \$541,000

After several years of operation, the development office is producing five times as much as the average for the previous 10 years without including any bequests, several of which were specifically written during the campaign.

COLLEGE B

Average of gifts for 10 years previous to 1946, including bequests..... \$60,400

Alumni fund of 10 years ago (included in above total)..... \$8,802

1946-48 Intensive campaign—goal \$600,000—raised \$854,000

1951-52 Development program begins

Alumni fund..... \$55,000

Other gifts for current expenses, parents, firms, etc.... \$54,000

Other gifts, not including bequests..... \$34,851

TOTAL..... \$144,710

1952-53

Alumni fund..... \$60,000

Other gifts for current expenses, parents, firms..... \$55,000

Other gifts, not including bequests..... \$299,932

TOTAL..... \$344,932

In two years of operation, the development office is producing more than five times the previous 10 year average, and this does not include several important bequests totaling \$400,000.

in showing just what has happened at two institutions, before and after.

In both these institutions our published annual reports on giving show the results of *all* fund raising. They show *all* the donors to the institution. They reflect a united front. Where the various funds are separate, under separate offices, the public is likely to get separate reports.

At one of the Ivy League colleges with 60,000 alumni there is a story each year that reads something like this: "\$200,000 given to alumni fund; all records broken." It seems to me that this is a distressing total to announce for so large a college. It implies it is the total given by alumni to the school. The fact is, later on, the university announces gifts and bequests totaling several millions. Why is it not better for a school to add up all its gifts and announce to the world the full amount of *all* gifts from *all* sources?

Another institution does the same thing. The alumni fund makes a big to-do about the totals, and everyone is patted on the back because the average gift was \$43.12. Nothing is ever said in reports that the total gifts to the college were three or four times the alumni fund total; in fact, this latter total is usually not announced. In my judgment, it would be much better promotion to present the *whole* picture of what devoted and loyal alumni have given and bequeathed to alma mater.

Colleges can raise more money through a central fund raising office. Occasionally, there should be an intensive campaign to harvest the result of the promotional work that has been done. How the various gifts get into various categories is then not a matter of debating between the fund raising offices, but is settled solely on what is best for the institution. In fact, fund raising is not a matter of how to keep the records of funds that come in, but how to stimulate all the friends of a college to want to give to the betterment of their institution.

A well organized development office, with the proper technics, will be able to stimulate more gifts from the various groups who are the most logical supporters of the college. There are, in fact, more people who will react favorably to filling a well presented need than most people realize. These two institutions have proved that. Not many colleges have been able to quintuple their previous giving records!

Labor Problems

**should be thought out
not fought out**

ROBERT E. HARTZ

Assistant Director of Nonacademic Personnel
University of Illinois



KNOWING WHAT EMPLOYEES WANT rather than what management thinks they want is the key to productivity and high morale in an employee group. After this knowledge has been gained, then it is necessary to find out whether management can provide satisfaction to the group that is requesting certain considerations through its labor union.

University and college administration, through its top executives, must work closely with its middle management (line and staff personnel) to know what the actual operating requirements of the various departments are and to know what the employees actually desire in the way of working conditions. Middle management acts as a filter through which information flows up and down. It must be made aware of the political and public relations aspects of the job of top management. Sometimes it is too close to the management's point of view to assist the president and the board in solving labor problems. Middle management has to be able to weigh both sides of a question if it is to effectuate a successful labor relations program.

In dealing with labor unions, many college presidents or business managers try to put together all the pieces necessary to resolve the issue only at the time of a major crisis. The labor union, on the other hand, works at the problem solving business every day. True, management must carry on many other responsibilities in its day-to-day efforts, but such a policy does not provide the ready answers that must be available in dealing with unions. Today

From a paper presented at the winter conference of the Midwest Region, College and University Personnel Association, Chicago.

management is coming to recognize the need of having a trained staff to deal in this rather frustrating field.

In the labor field, it appears that a person is either on management's side or on the union side, and there is no happy meeting ground where he can represent one side on one occasion and the other at a later time. There are exceptions, of course.

Since the basis of collective bargaining is give and take and since neither party obtains in full what it feels is justifiable, problems arise as the result of the necessary compromise. Authors in the labor relations field sometimes refer to this method of give and take as "accommodation," which means that somewhere along the line some mutual form of understanding is reached.

CREATE NEW PROBLEMS

When a compromise settlement has been made every future problem may continue to carry its own charge of dynamite. More conciliation has to follow, and as compromise succeeds compromise the solutions get further and further from the problem at hand and create new problems in themselves. This is a basic weakness of the collective bargaining process because compromises are made on many issues before the complete facts are available.

Conciliation is an important function in the collective bargaining process and in working out various labor problems, but the person placed in a position of conciliator should function primarily as a straightener-out and not as a compromiser and should insist on problems of conflicting opinions or authority being faced realistically.

As a conciliator the personnel officer

can aim immediately at finding out what the argument *really* is about, not who lighted the fuse that caused the explosion. Then, in meetings, he can try to define the real aims of the conflicting parties and seek common denominators in their objectives. The administrative importance of being able to resolve conflicts so that they stay resolved is too little appreciated.

In dealing with unions, the personnel director should not try to make an impression on union representatives as to his authority within the organization. The personnel man who is capable of getting active spirited cooperation both from union groups and from management has a strength that no officially delegated powers can produce. This does not mean, however, that a clear delineation of authority within the organization should not be made since this is essential to smooth operation. It is the normal and efficient way to delegate responsibility. Trouble brews when delegated responsibilities are grasped chiefly as a chance to exercise authority.

The personnel director, in dealing with a union, has to play several rôles simultaneously. Staying in character requires consummate skill and character. Take some personnel man you know as an example. He may be the college controller, the executive head of a department, the chairman of an important university committee, a member of the Methodist Church, and a school board member. Does he act and think *solely* as a member of the school board while functioning for that group, or do his interests as a management man, his beliefs as a Methodist, or his emotions as a personnel man sway his judgment con-

The man with a plan has dominated many a meeting because nobody had the energy to think of something better.



sciously or subconsciously? Is he capable of leading a meeting with a committee to a conclusion sound for that committee but adverse to the interest of some other group for which he also bears responsibilities? Few, except the divine or the dishonest, could truly claim the ability to act a single rôle on every occasion. But the closer the average person can come to mastering the difficult art, the quicker most conferences with labor and management will end and the better the results will be.

Another common fault in dealing with unions is the tendency of many management officials to try to put off meeting with union groups in regard to problems they want to present. The common practice is, of course, for meetings to be held at reasonable intervals so that issues of a contract nature may be resolved. In grievance procedures, as well as in arbitration, timing is of the utmost importance. The willingness of management to face the problems and try to resolve them is of the utmost importance.

Then there is the problem of communications. Letters from unions must be answered, answers to grievance and arbitration must be prepared, memorandums of understanding must be drafted, the final agreement must be reduced to writing. Granting that most of us know what we mean when we say or write something to others, usually we are far too little concerned with the accuracy of its reception. We are likely to assume that our words or pictures convey what we want them to convey to the persons addressed.

Without the use of an effective editorial style, many problems of interpretation arise. The need to reduce

to writing understandings reached is of the utmost importance, but the limitations of the written word must be recognized.

Whether it is an initial meeting with a union group or whether the dealings are with a union that has been long in the picture, the first need is for a conference with the department or department. is affected so that there will be a mutual understanding as to the results expected from their labor relations department. After that will come meetings with the labor representatives.

HAVE A DEFINITE PLAN

To have a labor meeting achieve results the personnel man must have a reasonably clear idea of the conclusions desired. Some men talk their ideas to acceptance in small group meetings, and others talk the same ideas right out the window. Clearly the answer doesn't rest in how much a person talks or even entirely on what he says. The essential elements are more subtle, more elusive. The man with a plan has dominated many a meeting because nobody had the energy to think of something better. In a group, the conferee who can define the problem and suggest a definite solution usually is a refreshing participant, especially when he is ready to modify his own solution in concert with others.

Then there is the important matter of timing. A sound suggestion may get general acceptance after everybody has had his say, but will be frowned at if insisted upon at the meeting's start. Sometimes ideas are best sold directly and actively. Other times they are most effective as life preservers,

tossed in after minds have jounced for hours and nerves are frayed.

People are the material out of which meetings are made, ideas the links that may or may not be forged into mutual understanding. Every meeting is different, because different people are involved and because the same people are different at different times. That makes "awareness" the most important single quality.

When unions and management meet, solutions can be arrived at more quickly if the people with divergent views attack the problem together than if each builds his own case in an ivory tower.

From the angle of human relations there is no one best way to sell an idea or to get information across. Every occasion, every meeting, every problem, every individual faced is a separate case. Some people are good listeners and will take an idea directly; others have to talk themselves into agreement or belief. Some listen with suspicion or self-interest to every proposal made; others accept ideas at face value until something happens to arouse suspicion. Some like to hear ideas simply because they are born with mental curiosity. Others are so absorbed in their own concern that any idea from an outside source becomes an intrusion.

In trying to get ideas over in a labor meeting, the average personnel man will profit from studying first the man or group of men to be approached and then planning his presentation carefully. An article I recently read contained this phrase: "Labor problems should be thought out—not fought out." This should be the guiding philosophy in dealing with unions.

*A Good
ACCOUNTING
Practice*

*Deposit
CASH
Regularly
and Intact*



Easy Lessons for Student Treasurers

**as worked out by auditor of
student activities at Omaha**

HARLAN CAIN

*Auditor of Student Activities
University of Omaha*

LAST FALL MORE THAN 80 UNIVERSITY of Omaha students gathered in the picnic grounds at the home of the chief business officer. As they filed past a well stocked serving table, he and his wife dished up fried chicken with all the trimmings.

Following the picnic supper, the dean of student personnel, the vice president, and the university auditor of student activities introduced the students to a newly prepared "Manual of Student Organization Accounting Procedure." The 14 page stencil duplicated booklet, lightly written, was humorously illustrated by an Omaha newspaper cartoonist.

Purpose of the booklet, which I developed, is to stress the importance of adequate and accurate financial record keeping and to show just how such records may be kept. Copies of the manual were distributed to presidents, treasurers and faculty sponsors of all 46 student organizations on campus.

Well, why should student organizations keep accurate financial records?

University administrators recognize that an annual audit of student organizations is necessary to protect three groups: officers of student organizations, other members of those organizations, and the university itself. Because a complete audit is impossible

without adequate records, a sound system of record keeping becomes important to all three of these groups.

1. *Officers:* Student officers in every college situation face the possibility of being charged with spiriting away organization funds. Whether such a charge is an outright smear or is founded on reasonable suspicion, it can be verified or refuted in only one way: through a complete examination of the records by a competent auditor. The records must be there; if they are not, suspicions will increase.

2. *Members:* Student organization members and their families deserve the assurance that money paid to the organization is being handled properly and spent for the purposes stated. Such assurance is provided in the form of annual audits by the university. The audit is possible only if adequate records are available.

3. *University:* The university suffers if either officers or members of student organizations are unprotected. Charges of student graft, whether true or not, bring into question the integrity of the whole university family and the adequacy of its work. An annual audit of student organizations therefore becomes important to the university itself.

To protect the institution and its students from possible accusations, the University of Omaha audits the books of all student organizations at the close of their business year. This means that the records of most of the organizations are turned over to the university auditor in June. For local chapters of several national organizations whose officers must submit their books to the national office for auditing, this procedure becomes a beneficial pre-audit check.

The number and variety of student groups make the auditor's job a headache. But an even greater problem results from the failure of most groups to adopt a sound system of record keeping. Last year's audit revealed discrepancies and a distressing variety of procedures. Even officers of local chapters using books supplied by the national office showed a need for guidance as to what they should do and why.

The university has a wonderful opportunity during this phase of a student's life to help prepare him for the obligations he will be assuming as a member of a family and civic organizations throughout life.

With these problems all too well in mind, the auditor of student activities set about to summarize the basic prin-

Some Pages From Popular "Manual of Student Organization Accounting Procedure"



Being the
TREASURER
of a
STUDENT ORGANIZATION
can be...
an HONOR

or...
A LOT FUN!




Of course
THERE IS SOME WORK TO BE DONE

Which is very good training and will come in handy in a few years when you will be called upon to....

Balance THE FAMILY BUDGET



Your FIRST resolution:

The RECEIPT for money received

No. _____	19 _____
Received of _____	
_____ Dollars	
\$ _____	by, _____

These receipt forms may be purchased in the University Bookstore or any stationery store. The receipts must be padded and in duplicate.

The first time you start a new pad:

Number them all at one time

Number them consecutively - -

for easy future reference

Do not sit down before a meeting starts and write up a batch of receipts - - anticipating that all the members will pay their dues.

If one or two fail to pay, you will have to void the receipts - - which is a bad practice.



Your SECOND resolution:

There will be times when you will need a disbursement (money paid out) receipt book. Use the same type book you do for money received.

BUT . . .

Head it up this way:

No. _____	19 _____
Received of (THE NAME OF YOUR ORGANIZATION)	
_____ Dollars	
\$ _____	by, _____

You will need such a receipt if one of your members goes on a wild buying spree for an evening's outing - - for the organization, of course!

Recap his purchases

Attach them to the receipt

Obtain his signature



Another instructive page from the manual, which the university plans to distribute to each new set of organization officers as they take over their duties for a year.

ciples that should guide the treasurer of any organization. The resulting manual takes as its theme this statement: "Being the treasurer of a student organization can be an honor, or a lot of fun." To merit this honor, the manual says, "requires work, which is very good training and will come in handy in a few years."

Basically, the manual points out, the treasurer has just two jobs: (1) to collect money, and (2) to pay the bills. The manual then proposes (and explains the purpose of) two resolutions for every treasurer: (1) that a receipt be given every time money is collected and (2) that a receipt be obtained every time money is paid out.

Having demonstrated the importance of receipts and given hints on their use, the manual outlines the need for and use of a receipt journal, a disbursement journal, and a cash ledger. These books and an orderly file of receipts make the annual audit possible.

The manual closes with some special hints concerning procedures that relate directly to student organizations at the University of Omaha. These include regulations for depositing and withdrawing organization money in and

But OH! what a headache even those two simple things can be when you fail to keep accurate records of receipts and disbursements.

SO - - to get off to a good start



and be it further

RESOLVED THAT:

for any money
which you pay
out, you will
request a receipt
from the person
to whom you paid
the money.

Now we have the starting of a good accounting system; from these receipts you can set up either a simple or an elaborate set of books.



from the university's "student bank fund" and an outline of ticket sales procedure.

All this material was put into the hands of student organization officers as a guide. The auditor sought to achieve a general standardization of procedure through example rather than regulation. As a result, students appear to be acting upon the advice.

Three organizations have purchased complete sets of record books from the university bookstore. Officers of several groups have expressed their appreciation of the manual and have indicated that they are revamping their records to correspond with the manual's recommended pattern. Still others continue

to visit the auditor for advice on organization accounting problems.

The business office plans to distribute copies of the manual to each new set of organization officers. Business officials hope thus to help individual student officers perform their jobs well, and to protect the university and its students by building an adequate and uniform system of financial records for student organizations. The dean of student personnel hopes that the project will help future adult citizens to keep better home budgets and better records for clubs and other community organizations. (Copies of "Manual of Student Organization Accounting Procedure" are available on request.)

More Help From the CHURCHES

JOSEPH M. HOPKINS

Assistant Professor
Westminster College
New Wilmington, Pa.

IN THESE DAYS OF INFLATED BUDGETS and deflated income, can the church colleges count on their church constituencies for a larger measure of financial support? A recent survey indicates an encouraging upward trend in church giving to denominational colleges, in the areas of both operating and capital funds.

The study includes 116 coeducational liberal arts colleges, representing 25 Protestant denominations distributed geographically among 33 of the 48 states. Figures requested were for the 1951-52 academic year.

Educational and general expenditures for the 116 institutions in 1951-52 averaged \$425,869, while church contributions for operating purposes in that year averaged \$36,054. Church receipts reported by the participating colleges averaged 12.0 per cent of the operating budget in 1951-52. Nearly two-thirds of the colleges indicated that the proportion of their budgets defrayed by church gifts has increased since typical pre-World War II years, and several of the remaining one-third testified that the amount of church financial support is up, but that the ratio is down owing to disproportionate expansion of the total budget. Fifty-three colleges and universities indicating percentages of increase showed a mean rise of 141.1 per cent in the ratio of church contributions to operating funds over the last 12 or 15 years.

Dollarwise, the colleges received from their related church bodies in 1951-52 contributions ranging as high as \$580,666, the figure reported by Valparaiso University (Missouri Synod Lutheran). Only three colleges an-

nounced that they had received no budget help from their "supporting" churches; five colleges reported annual church receipts in excess of \$100,000. Capital University enjoyed an income of \$154,250 from its American Lutheran constituency in 1951-52; Olivet Nazarene College received \$126,500; Wittenberg College and Midland College (both United Lutheran institutions) reported \$123,093 and \$105,000.

MORE TO SMALLER COLLEGES

It is not surprising that the share of educational and general expenses borne by church contributions varies inversely with the size of the institution. The 20 colleges and universities enrolling 1000 or more students received an average of only 4.6 per cent from the church, while 14 colleges enrolling fewer than 250 students averaged 25.7 per cent. Of perhaps greater significance is the fact that in terms of dollars as well as per cent the smaller colleges enjoy greater financial undergirding from the church than do their larger sister institutions of higher education. Excluding Valparaiso, the 19 institutions remaining in the "1000 or more" category received an average of \$15,911 each from their church con-

stituencies in 1951-52. The average amount received by each of the 13 colleges in the "750 to 999" classification was \$48,483. Although 27.6 per cent of all colleges reported annual support in excess of \$40,000, only 10 per cent of the colleges and universities enrolling 1000 or more students recorded church gifts above this amount.

The highest proportion of total operating budget financed by church contributions is that reported by Arkansas College (Southern Presbyterian), whose church income of \$44,742 in 1951-52 accounted for 63.4 per cent of the educational and general budget for that year. By way of contrast, the \$580,666 reported by Valparaiso University represents only 45.1 per cent of the total 1951-52 budget.

Encouraging findings also were discovered in the area of capital gifts. Eighty-six (74.1 per cent) of the 116 colleges reported having had capital drives over the five-year period 1948 through 1952. Eighty of these institutions furnished financial data concerning these drives. The mean amount subscribed by the 80 colleges over the five-year period was \$538,444; the mean amount subscribed from church sources, \$140,340. On the average, the



Colleges that are serving the religious purposes for which they were brought into being can develop significant financial help from the churches.

Chapel, Union College, Barboursville, W. Va.

colleges received 38.1 per cent of their total capital receipts from denominational sources. At the extremes, 32 colleges indicated that they had received no capital funds from the church, whereas 16 relied upon the church for the entire amount raised.

Institutions enrolling more than 1000 students drew less than one-fifth of their capital funds from the church, while colleges having fewer than 250 students depended on the church for more than three-fourths of all capital receipts. Actual proportions for the two groupings are 18.7 per cent and 75.7 per cent, respectively. Although 30.5 per cent of the colleges derived 80 per cent or more of their capital gifts from the church, only 7.1 per cent of the institutions enrolling more than 1000 students indicated church receipts exceeding 70 per cent of total funds raised for capital purposes.

WARTBURG COLLEGE FIRST

Four colleges recorded church contributions for capital purposes totaling \$500,000 or more for the five-year period. Topping the list is Wartburg College, whose American Lutheran constituency contributed \$1,235,000 to that institution's capital funds from 1948 through 1952. West Virginia Wesleyan ranks second with \$515,000, followed by Arkansas College with \$509,780 and Lenoir Rhyne College (United Lutheran) with \$500,000. It is interesting to note that Gettysburg College, although receiving no operating funds from its related United Lutheran constituency, realized \$400,000 in capital gifts from denominational sources during the period studied.

Of the 80 colleges submitting financial data on their capital campaigns, 22 (27.5 per cent) informed the investigator that their solicitations had been under full-time professional direction. These 22 colleges reported capital receipts totaling \$10,757,000, or \$488,955 per institution. The 58 locally operated campaigns, however, netted \$32,318,548, or \$557,216 per institution. Total money subscribed from church sources by the professionally directed campaigns was \$2,066,000, or an average of \$93,909 per college. This compares with the \$9,161,215 realized from church sources by the 58 nonprofessional drives, which total figure represents an average of \$157,952 per institution.

Thus it may be observed that the "amateur" campaigns produced an average of \$68,261 more per college in

total receipts and \$64,043 more per institution in church receipts than did the "professional" campaigns. The former received 46.3 per cent of total subscriptions from the church; the latter, only 19.9 per cent. More than one-fourth of the "homemade" campaigns received their entire funds from the church, as against less than one-twentieth of the professionally directed solicitations. Half of the professional drives received no money from church sources, while less than one-third of the local campaigns failed to procure any funds from the church.

The results of this investigation would seem to indicate that college financial campaigns, in order to be successful, do not require professional direction, except as college personnel is professionally trained and equipped to administer them. More money was raised by nonprofessional than by professional efforts, and the item of added cost involved in employing professional services has been omitted from the calculations. Among the colleges surveyed, financial appeals to the churches have been much more fruitful when directed by college personnel than when directed by professional fund raisers. It may be conjectured that colleges do not feel the need of professional assistance in soliciting their church constituencies, and so do not employ fund raising firms in campaigns in which the church is looked to for the major portion of the amount sought. Nevertheless, the testimony of 58 colleges adds up to the fact that the typical church college is capable of prosecuting a successful financial campaign without outside help from a professional fund raising organization.

The survey indicates a significantly high correlation between church support for operating and for capital purposes. Generally speaking, the colleges that benefit by generous annual church contributions toward their operating budgets likewise profit by liberal appropriations from the church for their capital fund drives. Although it is true that both areas of support are enjoyed in greater measure by colleges having fewer than 1000 students, as compared with larger educational institutions, it appears that a stronger determining factor is that of denominational affiliation. Of the 25 denominations represented in the study, Lutheran and Nazarene bodies are exceptionally strong in the matter of financial support for their colleges; the Congregational Christian Churches, the Presbyterian

Church in the U.S.A., and the Religious Society of Friends (Five Years Meeting) are deplorably weak in this regard.

Of the 107 colleges indicating the sources of their church financial support, 77 (72.0 per cent) recorded appropriations from their denominational boards of education averaging \$12,833 per institution; 55 (51.9 per cent) reported receipts from area governing bodies (synods, conferences, etc.) averaging \$23,198 per college, and 68 (63.6 per cent) registered support from individual congregations amounting to \$24,897 per institution. The figures for individual congregations, however, would fall to \$16,357 per institution if the \$580,666 received by Valparaiso from congregations of its Missouri Synod constituency were not included.

Only 48 colleges reported the channels through which money comes to them (for both operating and capital purposes) from the individual congregations of their constituencies. On the average, these 48 colleges attributed 56.2 per cent of their congregational income to church budgets, 21.2 per cent to special offerings, and 22.7 per cent to individual members. (It should be noted, however, that many colleges do not credit gifts from individuals to the churches of which they are members.) Obviously, most colleges cooperating with the study find the church budget the most fruitful avenue of congregational support, notwithstanding the fact that Valparaiso University, which annually receives more than \$500,000 from its churches, derives 85 per cent of these funds from special offerings, the other 15 per cent coming by way of congregational budgets.

COLLEGES REWARDED

President A. C. Baugher of Elizabethtown College, concluding in 1937 a doctoral study of certain trends in church related colleges since 1900, noted a falling off of financial support from church sources. On the basis of the present study, it seems evident that this unfortunate trend has been reversed. No longer need church colleges write off the church as an unprofitable source of needed funds. My research has disclosed that those denominational colleges which endeavor to serve the religious purposes for which they were brought into being, and which adequately publicize their programs and needs, are being rewarded with significantly increased interest and financial undergirding on the part of their related churches.

Housing for Married Students

WILLIAM M. SHARKAN

Graduate Student, Teachers College, Columbia University

THE MARRIED STUDENT IS ON THE campus to stay! Married war veterans have made their mark in higher education and have proved without doubt that men and women can enjoy marriage and family life while getting an education.

Before World War II, marriage of students in colleges¹ and universities was almost taboo. In fact, getting married while a student in some colleges meant automatic expulsion. Today, because of changes wrought by married veterans returning to our campuses, and because of greater preparation for careers demanded by our highly specialized society, more and more young people are marrying while in college. A recent study showed that the average age for the wife today, in college, is 21 years old; formerly it was 24. The old idea of postponing marriage until college work is completed is losing favor in our present college population.

NEW PROBLEMS

These considerations raise new problems for college and university administrators. In a meeting of deans of men of the southeastern region at the University of Florida last year, schools in that region showed interest in developing plans for permanent housing for married students. Other areas of the country are following suit.

The state universities provide adequate evidence of the need for permanent housing for married students. An average of 24 per cent of the students enrolled in state universities in 1947 were married. If this figure declines to only 10 per cent by 1957, a state university enrolling 10,000 students will still need adequate housing for a thousand married students.

Many employers today are demanding master's degrees as a qualification for the better jobs. This is especially true in the field of education and in some engineering fields. Workers in

some other fields are finding it necessary to return to college for graduate work in order to qualify for advancement. This frequently means bringing a family back to school.

Universities have had the problem of housing married graduate students, but few institutions have done anything about it. The usual procedure has been for the married student to find housing for his family in rooming houses near the university. The existing facilities are frequently inadequate, and the university can exercise no controls to ensure minimum standards of any kind.

During the period of 15 years prior to World War II, there was virtually no residence hall construction on college and university campuses. Because of the influx of returning veterans after the war ended, low cost temporary housing, provided under the Lanham Act, was used to provide "homes" for returning servicemen who came back to college. This was emergency housing designed to provide minimum facilities.

According to one writer in this field: "The trouble with most of these 'temporary' projects is the necessity for replacement after their useful period of service. Some institutions are finding temporary veterans' housing projects developing into permanent slums which are difficult to empty and raze without providing adequate housing of a permanent character."

Another writer, underlining the inadequacies of "temporary" housing, states that the colleges and universities "have all been party to one of the greatest orgies of slum building that the country, and certainly the campuses, has ever seen. They built trailer towns, prefabricated cities . . . and the greatest conglomeration of architectural abortions and monstrosities since the days of Georgiannesque and Gothic-istic building on the campuses."

The great expedient of temporary housing has made no one happy. These temporary structures are beginning to deteriorate rapidly and to impose high costs for maintenance and operation. In terms of safety and architectural dignity, they leave much to be desired. This is how the problem rests today.

One of the major aspects of planning permanent housing facilities for married students is the assessment of needs. Because of this factor, the planning committee should include representatives of the college administration, the chief business officer, an architect, members of the faculty, and several married students. Staff members working in the existing residence halls program would also be valuable members of such a committee.

GRADUATE CENTERS

In planning the new permanent housing facilities, university officials consider them as graduate centers and as conducive to social development through study. The new apartment project at the University of Illinois exemplifies this current philosophy excellently.

The planned housing should provide, in addition to cooking and sleeping facilities, adequate play space for children. Family privacy is an important consideration. Space for working, adequate lighting, "peace and quiet," laundry facilities, and proximity to shopping centers and academic buildings are all important things that must be considered.

An interesting sidelight is the comment of one report on the housing status of married students at the University of Michigan in 1937. It said: "Most data on occupancy emphasize the fact that families of married students are small and that provision for children is relatively unimportant." The university went ahead and built its apartments with this in mind.

Nine years later, the majority of married students came with children and needed more one-bedroom units than zero-bedroom units. This is just one complication that arose, although careful planning had gone into it.

Buildings should be planned in such a way that it would be possible to rent vacant apartments to faculty couples or to townspeople if the demand for housing of married students declines. This might involve special authorizing

arrangements (especially in state supported institutions) which should be thoroughly investigated before the blueprint stage is reached.

The federal government provides some help in the solution of the financing problem through the College Housing Loan Program, authorized by the Housing Act of 1950. The program, administered by the Housing and Home Finance Agency, provides low interest loans to educational institutions for the construction of student and faculty housing facilities. President Truman ordered activation of the program on a limited basis in January 1951, following delay of its start after the outbreak of hostilities in Korea. The current building program at the University of Florida shows this program in action.

Figure 1 shows the simplified area plan of Gibbs Court, a theoretical residence hall providing permanent housing for the married student. The first consideration made was that the architecture and general appearance of the residence hall be consistent with the rest of the college itself.

An inspection of the simplified area plan shows that all parking areas are located on side streets in an attempt

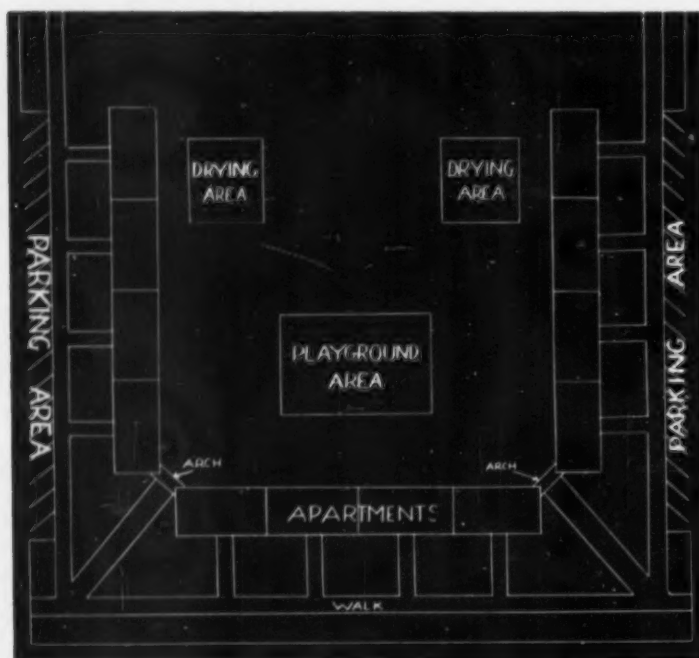


Fig. 1

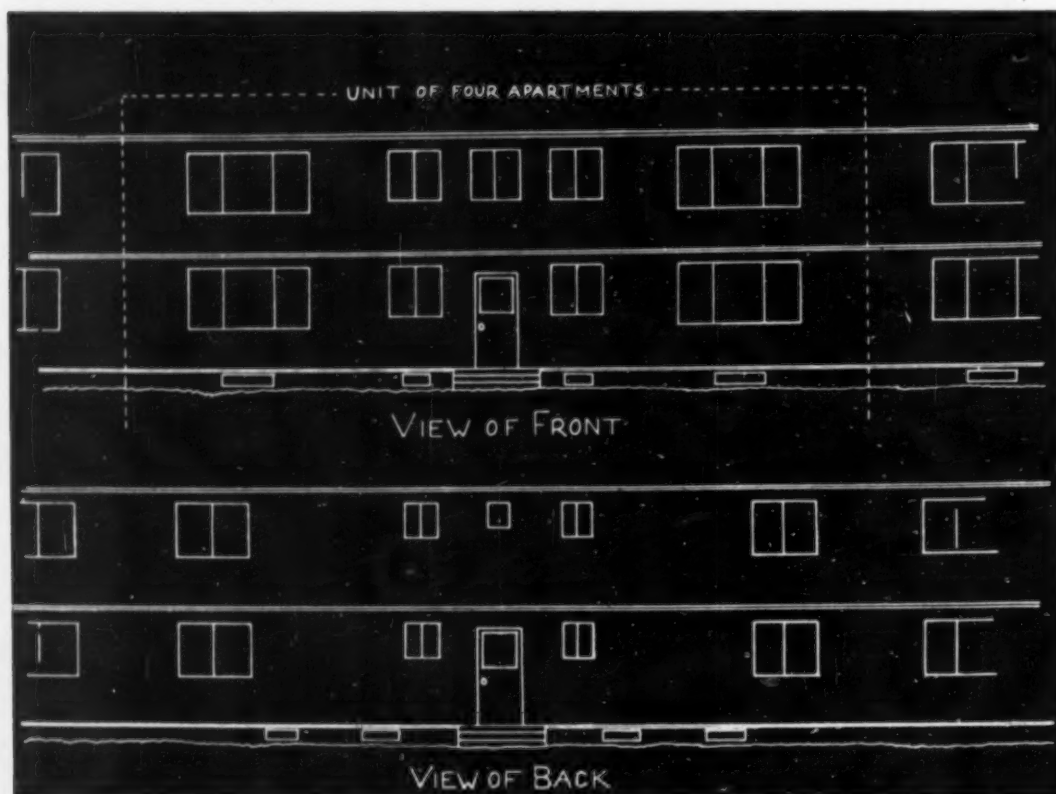


Fig. 2

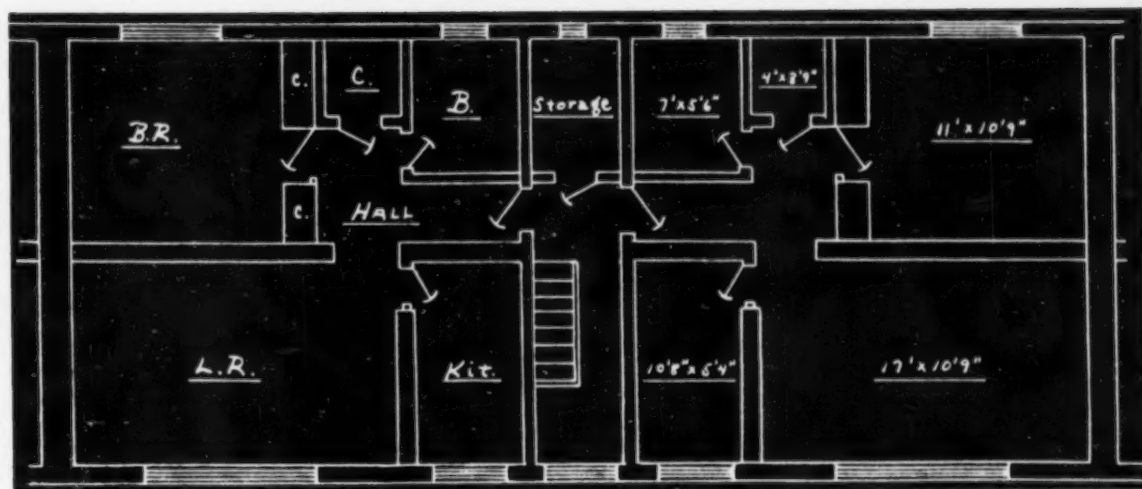


Fig. 3

Fig. 1 (top opposite page): Simplified area plan of Gibbs Court, theoretical residence hall providing permanent housing for married students. Fig. 2 (bottom opposite page): Plan of exteriors. Fig. 3: Second floor plan.

to reduce congestion on the main arteries leading through the campus and also to reduce the chance of accident or injury from cars parking or leaving the parking area. To provide for maximum parking space and once again permit the greatest area for traffic to move on the side streets, the parking areas are indented from the normal street limits with provision for parallel parking.

All of the units are provided with both front and rear entrances for maximum efficiency in reaching any of the facilities of the area. The playground and drying areas are completely removed from the streets. This also provides for the care of the residents' children who may play in complete safety in an area that is surrounded by the housing facilities themselves.

The drying areas may be used to supplement electric drying machines, housed in the basements, and also to substitute for them in the event of mechanical failure. The amount of wash for adults with children requires a great number of washing and drying areas.

One of the foremost considerations in the development of the housing area is that it is not a short-term proposition and it should be built to last. The buildings should be sturdy and functional enough to prevent their decay and depreciation at a greater rate than the rest of the college. The units in our theoretical projects should be constructed of brick, thus keeping depreciation and upkeep costs lower

than would be the case in utilizing wood or stucco. As the buildings would be two stories high, there would not be the problem of deep pilings and heavy steel girders.

The criteria for the architectural design of Gibbs Court are function and simplicity. The entire residence hall is composed of 12 separate units, each unit providing attractive accommodations for four families (Fig. 2).

The plans for all units are identical and the apartments on the right of each hall are mirror images of those on the left. A standardization of building materials also is made possible.

The width of the halls between the apartments has been kept at a minimum to eliminate as much useless space as possible. The back section of each second floor has been enclosed for use as a storage room, a small window providing light and ventilation. The front end of the hall, which is left open, contains a full sized window. Since the narrow hall does not permit the construction of windows as well as doors on the first floor, a window has been placed in both the front and back doors (Fig. 3).

Stairs and little children can be a dangerous combination; therefore, as a safety measure the stairway leading to the cellar has been completely enclosed. This enclosure serves to deaden the noise of the laundry equipment in the cellar and improves the over-all appearance of the first floor hall. A high railing around the stairwell on the second floor provides some additional protection.

The exterior of the buildings is brick, while the interior walls are made of plaster, painted in suitable pastel tints. A composition floor that absorbs sound as much as possible is recommended. All windows are of the casement type with nonrusting aluminum frames. Radiators are recessed. Added practical conveniences are door checks and number and name plates on doors. The telephones installed in each building will be connected with the college switchboard, thus providing free service for incoming calls and those within the university.

An easily heard fire alarm system would need to be installed, and fire extinguishers placed regularly in recessed wall areas in the halls between the apartments.

The present concept of housing the married student is beyond the old philosophy of providing heat and shelter; it includes all activities that contribute to the physical, emotional and social well-being of the student and his family. Housing is only a means to the end, but an important one.

The responsibility for providing adequate, well planned housing facilities for married students should be recognized and accepted by college administrators wherever the need for such housing exists. It should no longer be considered a sideline of higher education. In the words of one university president: "Good housing contributes to academic success, and the securing of proper housing is as important as providing proper classroom instruction."



Seated (left to right): George Sagen, chairman of the science department at Bakersfield College; Warren Wright of Wright, Metcalf & Parsons, architects. Standing: Dr. Edward Simonsen, dean of men at the college, who served as coordinator for faculty committees that worked on building planning, and Dr. Ralph Prator, college president.

The Faculty Planned This New College

RALPH PRATOR

President, Bakersfield College, Bakersfield, Calif.

BAKERSFIELD COLLEGE IS THE community college of the Kern County Union High School and Junior College District. It serves a population of about 200,000 inhabiting more than two-thirds of Kern County (one of the largest counties in California). It has outgrown its present campus and the decision to build a new campus was reached after a long period of study, which included several school and community surveys.

The planning of the new campus for a junior college which, during its comparatively long life (founded in 1913), has been associated with a large

high school, posed problems that may be unique to this community; yet such problems may vary in degree rather than in kind in all communities planning a community college.

OUTLINE PROJECT

The project outline included: (1) a careful review of the educational program; (2) a revised statement of the objectives of Bakersfield College; (3) the reexamination of the curricular and co-curricular programs; (4) a listing of the building needs to house the educational program; (5) the selection of the most suitable site; (6) the plan-

ning of the functional arrangement of the buildings; (7) the procuring of the necessary finances.

The educational program has been studied and restudied at Bakersfield College for a number of years. The most recent effort in this direction was undertaken by the advisory committee to the president of the college, and a final review and revision resulted in a succinct statement of the objectives of the college.

The curricular and co-curricular programs of the college were critically reviewed in a faculty study of general education. A steering committee for this study was appointed in 1950 and continued to function through 1953, when it issued a publication of its findings with conclusions and recommendations.*

A study of the organization of instruction was undertaken by six members of the staff chosen by the president of the college. The group included no persons in administration; those selected were thoroughly familiar with the peculiar nature of Bakersfield College and its needs. The conclusion of the study group was that we should change from the departmental organizational plan to a division plan embracing larger subject areas than had formerly been the practice. Staff functions were suggested and, in the light of the recommendations of the committee, a reorganization of the existing plan progressed concurrently with the other studies involved in the planning of the new campus.

The over-all planning committee determined that the following buildings were necessary to house the educational program: the humanities building in which traditional academic subjects could be taught, a science-engineering building, a trades and industries building, an agricultural science building, a home economics

*Bakersfield College Study of General Education.



Architects' rendering of new stadium and gymnasium.

building, a theater-music building, a campus center, a library, an art building, a gymnasium, a stadium, an administration building, residence halls, and a business education building.

In collecting data for space allocations, we made extensive use of faculty committees who, in turn, surveyed the total faculty for ideas and indicated these suggestions in terms of rooms, laboratories and offices. Intercampus visits were planned by the faculty committees and by the administration of the college. Widespread use was made of an occupational survey report that had been completed by the Kern County Union High School and Junior College District just a year before the intensive study of the new campus began. The literature that pertains to the planning and growth of institutions like Bakersfield College was collected, disseminated and studied.

The efforts of the several committees resulted in a preliminary statement of needs by buildings. As soon as this project had been completed in its first stages, the campus site was selected by the board of trustees. A study of desirable locations had been made by the firm of architects hired to plan the campus. The site had to be adequate to accommodate the facilities determined necessary by the faculty plan-

ning committees. The board of trustees and administrative officers of the district and the college visited selected junior colleges in California and concluded that at least 100 acres would be required. The site finally selected has 152 acres.

Reports from the faculty planning committees were compiled into a statement of needs by three members of the faculty who became known as the "review committee." The process of reviewing faculty reports revealed the completeness and duplication of facilities requested. Adjustments were necessary and several conferences with the planning committees were held by the review committee.

REVISED FIVE TIMES

The statement of needs was revised several times and each revision was studied carefully by the administration. Any revisions or suggested changes were resubmitted to the faculty groups. In all, the statement of needs went through five major revisions before it was presented to the board of trustees for final approval.

From the final statement of needs the district superintendent determined the cost of the entire campus and included this cost with other needs of the district in a financial plan. The

total amount came to \$17,000,000 (about one-half allocated to the college) and was approved by the board of trustees. The trustees called for a bond election in January 1953 and by a margin of 8 to 1 the issue passed.

Keeping step with the statement of needs and the work of the architects in selecting the new college site was the consulting service offered by the division of school planning of the California State Department of Education. The architects translated the statement of needs into sketches of the several buildings and carried on an extensive study of traffic patterns and landscaping problems. The site selected posed several difficulties that needed to be surmounted in the final determination of the location of each of the buildings. A landscape architect was added for the purpose of assisting with this problem and, after a preliminary draft of the site plan, it was submitted to the planning committees for their use in further deliberations about their respective units.

The preliminary sketches were developed into scale drawings of the buildings and studied jointly by the architects and the faculty committees. Some of the buildings went through as many as 10 of these revised drawings before they were finally approved



Science and Engineering Building.

by the planning committees. As soon as approval by the planning committees was achieved, the plans were submitted to the administration of the district and in turn submitted to the board of trustees. The faculty committees have completed their deliberations and final approval has been given to the preliminary drawings by the board.

Two ideas have evolved during the extensive planning process and now have the enthusiastic favor of the faculty. The first is that the architectural feature of the campus is the cultural interest center, which includes the library, the theater-music building, and the art building. A small plateau is the site for the library and theater-music building. Strategically located near the center of the classroom facilities, these two units are the focal point of the campus and with their companion building for the art classes so arranged that a patio suitable for informal study and discussions is created. Adjoining the theater (designed for an audience of 500) will be an open air auditorium with a seating capacity of 2500.

The second idea to evolve from the

planning of the campus is partially due to prevailing climatic conditions. Bakersfield is ideally adapted to outdoor living the year round, and in landscaping the total campus site extensive use is planned of attractive and functional patios, convenient areas for the assembling of students between classes.

KEEP COMMITTEES INFORMED

Out of our experience with the faculty planning groups came several observations. In our situation a group planning technic has worked very successfully. We did not find it unusually time consuming because we were able to bring to the faculty groups well organized ideas and because we managed to keep the lines of communication open. Regularly scheduled conferences were necessary and bulletins and letters were used freely in keeping the committees aware of their responsibilities and aware of the progress that they were making in the planning of the total campus.

The clearinghouse function fell on the shoulders of the coordinator of the study, who is a member of the

administration staff; he also does some teaching.

The leadership of the project came from many sources and to be effective it had to be coordinated, systematized and reduced to the essentials. We discovered, too, that faculty groups were quick to respond to good suggestions once offered. If the leadership was properly given, planning proceeded from the elementary to the advanced stages with a minimum of trial and error. Accurate and complete records needed to be kept of each meeting of the several committees, and the pace had to fit the time and energies of the staff because the planning of the new campus has been a responsibility added to regular duties. The record of the meetings, therefore, had to be concise yet complete.

The planning of a new home for Bakersfield College has not been a chore for the faculty of the college; it has been the first step in the realization of a dream. Every member of the staff has had the privilege of telling his story and adding his bit of counsel to the unit and the building in which his classes are to be held.

Administration Building.



Machine Accounting Saves Personnel, and Thus Money

THOMAS F. CALLAHAN

Assistant Treasurer
Fordham University, New York City



Executives can obtain any figure needed at moment's notice.

FORDHAM UNIVERSITY HAS USED business machines of one kind and another for a great many years. We regard them as essential to the efficient determination of accurate and timely information for management.

The machine system that we have in use now has saved considerable time and money for the university and, in addition, has provided a positive con-

trol over all entries. The same system could be used by a much larger university or a smaller one. It is simply a matter of more or less equipment and personnel.

ACCOUNTS RECEIVABLE

Take a look at the accounts receivable operation first. This is a phase of bookkeeping that can be subject to

many errors, not just because of the volume of work but also because it is so hard to keep all records under control.

In a school or university, the greatest single difficulty with a pen-and-ink method is that there is no way to be sure the *initial entry* is made correctly, or even that it is made at all. For instance, when a student comes up to the

All general accounting and financial reports are prepared on three machines like these.



1

John Doe
121 Hamilton St.,
Brooklyn, N.Y.

SHEET No. _____

DATE	EXPLANATION	AMT. CHARGED	AMT. CREDITED	BAL. DUE	REFERENCE
1	APR 12-55 CRL. --- R-115	10.00			
2	APR 12-55 CRL. --- R-116	250.00			
3	APR 12-55 CRL. --- R-117	5.00			
4	APR 12-55 CRL. --- LAB.	10.00			
5	APR 12-55 CRL. --- LAB.	11.00			
6	APR 12-55 CRL. --- LAB.	15.00			
7	JUL 12-55 B-18 SCH.		250.00	91.00	12145-
8	JUL 25-55 P-200		75.00	24.00	15-137-
9	APR 25-55 P-200	24.00		0.00	15-137-

John Doe
121 Hamilton St.,
Brooklyn, N.Y.

FORDHAM UNIVERSITY
NEW YORK 26, N. Y.

DATE	EXPLANATION	AMT. CHARGED	AMT. CREDITED	BAL. DUE	REFERENCE
1	APR 12-55 CRL. --- R-115	10.00			
2	APR 12-55 CRL. --- R-116	250.00			
3	APR 12-55 CRL. --- R-117	5.00			
4	APR 12-55 CRL. --- LAB.	10.00			
5	APR 12-55 CRL. --- LAB.	11.00			
6	APR 12-55 CRL. --- LAB.	15.00			
7	JUL 12-55 B-18 SCH.		250.00	91.00	12145-
8	JUL 25-55 P-200		75.00	24.00	15-137-
9	APR 25-55 P-200	24.00		0.00	15-137-

LAST BALANCE IN Amount Due
BILLS ARE PRINTED WHEN POSSIBLE

2

John Smith

ACCT No. 2375

No. 36

DATE	EXPLANATION	DEPOSITS	WITHDRAWALS	BALANCE	ACCT. NO.
1	APR 12-55 --- R-115	100.00		100.00	1
2	APR 27-55 --- R-116		15.00	85.00	2
3	APR 6-55 --- R-117		12.00	73.00	3
4	APR 17-55 --- R-118	25.00		98.00	4

John Smith

ACCT No. 2375

No. 36

DATE	EXPLANATION	DEPOSITS	WITHDRAWALS	BALANCE	ACCT. NO.
1	APR 12-55 --- R-115	100.00		100.00	1
2	APR 27-55 --- R-116		15.00	85.00	2
3	APR 6-55 --- R-117		12.00	73.00	3
4	APR 17-55 --- R-118	25.00		98.00	4

FORDHAM UNIVERSITY
STUDENT ACCOUNT

window or counter to make a payment, he may be given a proper receipt for the amount paid, but our own record could be made incorrectly or lost. There is no assurance at all that the correct amount of payment, or any amount at all, is eventually entered in the accounts receivable records.

The second major fault of a hand system is that records must be made separately. Charges and credits to students' accounts are posted to a journal, then to a ledger, then later to a statement for the student. This involves, of course, duplication and reduplication of effort, and the possibility of error in each case. More than that, it creates the additional problem of "tying in" these records and proving them back, one against the other. Needless to say, all addition, subtraction and balance figuring must be done either mentally or with the aid of an adding machine.

Our new system eliminates all of these problems. We use two machines at the window, and our accounts receivable work is done right then and there. The machine prints the accounts receivable ledger card, the student's statement, and the journal (running through the machine) in a single operation. At the same time, the amount of the charge or payment is added

into the proper control total, and the balance is computed and printed on both ledger card and statement.

The machine has separate totals on charges for college, preparatory school, pharmacy, law, graduate, education, business, general studies, and social service. It also separately accumulates totals for miscellaneous deposits, supplies, refunds, payments, adjustments and journal credits. We also maintain savings accounts for the convenience of students and there are separate totals on the machine for student deposits and student withdrawals.

We have mentioned the use of the machine for adjustments and journal credits. The adjustment key is used to make allowances to a student's account because of withdrawal from a course or a change from one course to another. The journal credit makes the necessary allowance to a student account for a scholarship or student aid.

Let us take a concrete illustration of the system in operation. Assume that we receive a \$10 laboratory charge to the account of John Jones from our school of pharmacy. The \$10 fee is charged to his ledger card and his statement, journalized, and added into a locked-in control total for pharmacy charges, all at the same time. The new

balance on his account is, of course, computed and printed by the machine.

When he comes in to pay that amount, the cashier at the window selects his ledger card and statement from a file right next to the machine, places these records in the machine, enters his old balance, sets up \$10, and depresses the "paid" key. Instantly and simultaneously, the amount of the payment is subtracted from his balance, printed on journal, ledger card and statement, and accumulated in the "paid" (payments) total in the machine.

There is only one way, indeed, to credit the student with \$10, and that is to run it through the machine. And as soon as it is run through, that \$10 adds into the paid total and must be accounted for. (Charges must be substantiated by supporting records.)

Let us examine all that has been accomplished as that student made his payment. First, all accounts receivable records were prepared at the same time. Second, the balance was automatically figured and kept up to date. Third, the amount of the payment was added into a locked-in control total and must be accounted for. All of these totals are cleared when the machine is unlocked at the end of the day.

3 MACHINE SUMMARY BALANCE NO.

0

MEMO	DATE	DEPARTMENT	NET TOTAL	CORRECTIONS	MADE TOTAL	ITEMS
Cash	1	10/17/55 TEL			322.00	
Prepaid	2	10/17/55 REP			300.00	
Prepaid	3	10/17/55 PUL			500.00	
Law	4	10/17/55 LAW			450.00	
General	5	10/17/55 GENL			275.00	
Education	6	10/17/55 ED			1480.00	
Business	7	10/17/55 BUS			250.00	
Adult Education	8	10/17/55 AD ED			675.00	
Total Salaries	9	10/17/55 SAL			345.00	
Benefits	10	10/17/55 BEN			30.00	
Payroll and Social	11	10/17/55 PAY			650.00	
Refunds	12	10/17/55 REF			33.75	
Payroll	13	10/17/55 PAY			36.00	
TOTAL DEBITS	14					
Post	15	10/17/55 PAID			126.00	
Adjustments	16	10/17/55 ADJ			15.00	
Journal Credit	17	10/17/55 JC			500.00	
TOTAL CREDITS	18					
Net	19					
	20					
	21					
	22					
	23					
	24					

1. DATE SHEETS ARE CHANGED. 2. FROM COLUMNS ARE SET AT ZERO. 3. FIVE COLUMNS ARE SET AT ZERO. 4. LOWER LINE OF ROW 1 IS LOCATED. 5. THERE IS SUFFICIENT AMOUNT LEFT.

BUDGET APPROPRIATION SUMMARY FORDHAM UNIVERSITY

FOR THE PERIOD JULY 1ST. TO.

ACCOUNT CLASSIFICATION	ORDERS EXPENDITURE	TOTAL EXPENDITURE	FREE BALANCE	TOTAL BUDGET
FORDHAM COLLEGE				
OFFICE SUPPLIES	250.00	250.00	4250.00	7000.00
OFFICE EQUIPMENT	872.80	2664.80	2944.80	4500.00
INSTRUCTION SUPPLIES	1,872.75	2,944.80	1,178.65	8000.00
SUB TOTALS	2,994.75	8,132.60	18,372.65	21,500.00

Example of budget appropriation summary. The balance on the ledger card for orders outstanding, total expenditures, free balance and total budget are automatically figured and printed by the machine used at Fordham University.

Opposite Page and Above: Whole picture at a glance. (1) Student's statement and ledger card. (2) Forms used for students' savings accounts. (3) An end-of-day summary of all transactions. Note separate totals for all types of charges, deposits, and refunds, as well as the paid-outs.

At the end of the day, as a by-product of clearing the totals from the machine, the summary sheet is created showing the total amounts for each of these categories and providing control figures for the general ledger.

So efficient is this operation that we have cut our accounts receivable staff from four persons to two. And we have a type of control that is available under no other system.

APPROPRIATION LEDGER

All of our general accounting is accomplished now on another type of machine. The operation is unusual indeed. The order and voucher register, the individual appropriation ledger, and the vendor's voucher, all are prepared at one writing on this machine. The balance on the voucher is computed and printed by the machine, and the balances on the ledger card for orders outstanding, total expenditures, free balance and total budget also are automatically figured and printed. Journal columns are added automatically as posting occurs.

The machine automatically provides line-by-line proof that balances have been handled correctly and that the same amount that has been charged to the vendor has been distributed to

the individual expense and general ledger account.

Here is an intriguing part of this operation. We operate with five funds—budget, current unrestricted, current restricted, agency and loan, and plant endowment—and of course keep them in separate controls. The small figures just to the right of the charges on the vendor's voucher represent the various funds. The operator of the machine selects the proper fund as she enters the amount, simply by depressing any one of five selective keys on the machine which causes addition into any one of five individual totals. Thus, instead of our having to run all fund charges or credits separately, they may be run all at the same time, and still be charged or credited to the proper control.

Notice the illustrated form entitled "Budget Appropriation Summary." It, along with the "Fund Group Summary," is prepared on the same machine. The machine gives automatic totals at the end of each major account classification, and then grand totals at the end (not shown). These reports are out now in far less time than they ever were before. As a matter of fact, all monthly, quarterly and annual reports are prepared on these machines.

PAY ROLL

We have a weekly pay roll of more than 500 people, and a monthly pay roll ranging from 600 to 800, including students who work part time. This is another job done on the second machine. The pay-roll register, check register, earnings record, check and pay statement all are prepared at the

same time. Balances to date for earnings, withholding tax, and F.O.A.B. tax and retirement are automatically computed and printed by the machine on each employee's earnings record. Gross and net pay, as well as vertical accumulation of journal columns, are fully automatic. All 941's (social security reports) and W-2's also are prepared by machine.

CONCLUSION

When you can tell immediately at any time exactly what the free balance is on any account in the appropriation ledger; when a glance will show how much any student owes; when you can see instantly how much any employee has earned or how much has been withheld from him—and these are just examples—you have achieved one of the primary goals of all accounting: records that are up to date on a day-to-day basis. And when all of these records are in absolute proof and under complete control and are created with the absolute minimum of effort, you just cannot have a finer bookkeeping system.

To have all of these reports prepared quickly by machine, too, may be considered just one more extremely convenient "extra" in this system.

We have a great deal more information available now than we ever had before. And it is obtained *quickly*, a factor that we consider of maximum importance. We would have been willing to pay more than our previous expenses in order to get such a system. Yet the fact is that we saved personnel and, therefore, dollars and cents by installing up-to-date equipment.

State legislators
and other citizens
sometimes ask the question:

Can We Afford Higher Education?

I. D. WEEKS

President, University of South Dakota



INCREASED COSTS, LARGER ENROLLMENTS, and necessary developments have created a need for more funds to finance colleges and universities. At the same time, there has been a decline in farm income, an increase in taxes, and inadequate revenue to meet the needs of higher education.

In face of this situation the question "Can we afford higher education?" becomes pertinent. Certainly colleges and universities are needed and can be supported. It would be just as appropriate to raise such questions as "Can we afford to buy clothes?" "Can we afford automobiles?" "Can we afford to live in houses?"

THOMAS JEFFERSON QUOTED

Thomas Jefferson expressed the vital need for higher education when he wrote:

"It is expedient for promoting the public happiness that those persons whom nature hath endowed with genius and virtue should be rendered by liberal education worthy to receive, and able to guard the sacred deposit of the rights and liberties of their fellow citizens, and that they should be called to that charge without regard to wealth, birth or other accidental condition or circumstances." Mr. Jefferson did not argue for the admission of all youths but rather for those possessing the ability essential to doing satisfactory college work.

It requires considerable money to operate an educational institution in these times. A state official remarked to me recently that the appropriations for higher education in his state were the largest being made by the legislature. He implied that these were perhaps too large. I pointed out to

him that the support of higher education is an investment by the state in a creative and productive enterprise. A large part of the appropriations made by a legislature are for the overhead cost of maintaining state government; this is essential but could not be called creative.

A state cannot afford not to support higher education. However, if we are to continue with the same or a similar pattern of higher education some steps should be taken to obtain better results from the money expended.

Without diluting the quality of work, there are numerous ways of economizing in every institution. Among these are a more critical evaluation of printed and duplicated materials, care in use of electricity and postage, and reduction in the travel budget. More or less minor items when considered individually, in the aggregate they are a significant factor in the institutional budget.

There is a tendency for every department to desire to publish material portraying the offerings and opportunities in its field. There is an ever increasing number of meetings that members of a staff are invited to attend. There is no doubt that much good may come from attendance at state, regional and national professional and academic meetings. However, the number is increasing so rapidly that an institutional budget is being stretched further each year to meet the demands of travel.

Such a matter as turning off the lights after a class is finished could amount to a considerable saving.

Also, there is a marked trend toward increasing the number of teachers, research workers, assistants and other



The answer is Yes, provided alumni, governing boards, and chambers of commerce are willing to eliminate regional duplication of courses



employees. I do not present these factors in a spirit of ultra-frugality but rather in order to save money that may be used to raise salaries where justified and to procure competent staff members when needed.

Another area in which much more significant savings could be made and better educational results obtained is in the duplicate offerings of neighboring schools. The public will not support all the institutions of a state on the level necessary to enable each to specialize in the same fields. Most states, especially the more sparsely populated, cannot afford to support three or four graduate schools, two or three colleges of fine arts, and several schools of business administration. There is serious question as to whether they can properly finance the liberal arts in a manner whereby a student can pursue an adequate major in these fields in several institutions in the same state.

MORE EMPHASIS IN ARTS

This does not imply that a student majoring in agriculture or engineering in a land-grant college should be denied the opportunity to study the liberal arts. As a matter of fact, there is an ever growing demand for more emphasis in arts on the part of those who are specializing in the professions and in many technical areas. There is no justifiable reason why a student cannot obtain a liberal education though pursuing a professional curriculum.

Dr. Virgil Hancher, president of the State University of Iowa, made this point of view clear in a recent address before the Association of Land-Grant Colleges and Universities. He said:

"I have dwelt on this point at some length because of the apparently erroneous belief that land-grant colleges must duplicate the work of liberal arts institutions in order to provide their students with that attitude toward life which we believe to be characteristic of the liberally educated man. What seems to be completely overlooked is the possibility of teaching professional and technical subjects in a liberal manner, in other words, providing for a liberal education in professional curriculums."*

ELIMINATE DUPLICATION

It does not seem necessary to provide every field of study, which might be requested by a few students, in every college. If unnecessary duplication of courses could be eliminated among neighboring institutions, both public and private, the available funds could be expended to provide better educational opportunities and facilities.

Scientific and professional areas of study, such as dentistry, medicine, veterinary medicine, and highly specialized graduate programs, probably should not be offered by the more sparsely populated states. To be sure, the population, traditions and wealth of each state must be considered before any plan of action is arrived at. The Rocky Mountain States and the Southern States have set up regional educational facilities in these areas that appear to be a definite step in the right direction.

Institutional pride and the false god of bigness are responsible to some

extent for the colleges wishing to expand their offerings beyond their ability to support them properly. Many smaller schools expand their courses to attract more students, not to become big but for the added revenue that comes from an increased enrollment. The expanding duplication of offerings also is due to a philosophy of education that encourages all high school graduates to go to college and that offers them as wide a variety of subjects at every school as is possible. The average young man or woman can attend college with profit to himself and to society, but this does not mean that every school in a given region should provide opportunities to study anything from atom smashing to semantics.

DEVELOP CERTAIN DEPARTMENTS

This nation can afford to support higher education. It can afford to finance an ever expanding system provided alumni, students, governing boards, administrative officials, faculties and chambers of commerce recognize that a given institution cannot be all things to all people. Beyond the freshman and sophomore year each school, both public and private, should strive to develop certain departments and divisions to the highest level consistent with the possible sources of support. Other institutions in the region should follow a similar course in other fields of learning.

Some progress can be made in eliminating duplication and in strengthening all of the schools in an area if all those directly interested in each institution will work cooperatively, being willing to forego the ideal of a Bigger Siwash for the ideal of a Better Siwash.

*Hancher, Virgil M.: Can Specialists Get a Liberal Education? Des Moines Register, Dec. 27, 1953.

Are Faculty Pensions Taxable Income?

T. E. BLACKWELL

Vice Chancellor and Treasurer, Washington University, St. Louis

DR. MUTCH SERVED AS MINISTER OF the Bryn Mawr Presbyterian Church, Bryn Mawr, Pa., for 24 years. Upon his retirement, the church trustees passed the following resolution:

"RESOLVED, that the present salary, use of the Manse and other allowances heretofore made to Dr. Mutch be continued until Sept. 30, 1936, and that thereafter an honorarium of one hundred seventy dollars per month be paid to Dr. Mutch as Pastor Emeritus until further action by this board."

The Treasury Department ruled that the honorarium was taxable income and not a gift, as claimed by Dr. Mutch. The tax court sustained the position of the Treasury Department and held that: "The petitioner has failed to sustain the burden of showing that the 'honorarium' was a gift and therefore excludable from gross income under Section 22 (b) (3) of the Internal Revenue Code, 26 U.S.C.A."

The case was carried to the United States Circuit Court of Appeals (third circuit) and in a decision dated Jan. 13, 1954,¹ written by Judge McLaughlin, the court said:

"As we see it the petitioner has presented a full chain of proof. . . . Dr. Mutch had been adequately compensated as far as money could for his services in the past. He was not being tied to any promise of services in the future. The installment gift, while it could be stopped or changed at any time by the trustees, had no conditions attached to its acceptance."

Judge McLaughlin cited, as support for his overruling the position of the Treasury Department, the case of *Schall v. Commissioner of Internal Revenue*.² In this case, the retiring minister of a church in Wayne, Pa.,

had also been designated pastor emeritus "with salary or honorarium amounting to Two Thousand Dollars (\$2000) annually, payable in monthly installments, with no pastoral authority or duty."

The tax court in this case had upheld the assessment of tax upon this modest retiring allowance, but the United States Circuit Court of Appeals for the fifth district refused to permit the levy and held: "Where . . . all the facts and circumstances surrounding the adoption of the resolution clearly prove an intent to make a gift, the mere use of the terms 'salary' and 'honorarium' do not convert a gift into a payment for services. . . . A gift is nonetheless a gift because inspired by gratitude for past faithful services of the recipient."

*Bogardus v. Commissioner of Internal Revenue*³ has been termed the key decision in this conflict between the federal courts and the Treasury Department on the question of whether payments to a former employee are gifts or taxable income. The United States Supreme Court had before it this litigation of a "gift" or "honorarium" from former stockholders of a corporation to some of the corporate employees. The action in this case was also by resolution of the board of directors. The court, holding that the distribution was a gratuity, reversed the tax court's finding that the payments were additional compensation. *Kavanaugh v. Hershman*,⁴ pending a governmental appeal in the court of appeals for the sixth circuit, is in accord with the principle of the *Bogardus* and the *Schall* cases.

The Treasury Department has shown great reluctance to admit that an employer can make a real gift to an

employee, even after retirement. Despite many court decisions to the contrary, the department continues to disregard them. It may surprise some to be told that the Treasury Department may either accept or reject a precedent established by any federal court other than the Supreme Court of the United States.

In June of 1922, the members of the board of trustees of the Carnegie Institute of Technology in Pittsburgh retired Dr. John W. Beatty from active service with an annual pension of \$6000. When the Treasury Department attempted to collect a tax upon this income, Dr. Beatty contended that it was a gratuity and, hence, not taxable. The federal court⁵ held that, in order to qualify as a gift or gratuity, there must be complete absence of consideration for the payment. It found that prior services rendered by Dr. Beatty constituted sufficient consideration to classify these payments as additional salary. This decision has been followed in the subsequent rulings of the Treasury Department.⁶

Prior to Jan. 1, 1951, the Treasury Department had rather consistently ruled that payments made voluntarily by an employer to the widow of a deceased employee, in reasonable amounts and for a limited time, were not taxable to the widow. This policy was reversed by the ruling known as I.T. 4027, approved Sept. 12, 1950, effective Jan. 1, 1951.

A recent memorandum decision⁷ of the tax court apparently overrules the current position of the Treasury Department, although the specific ruling on this subject, *i.e.* I.T. 4027, is not mentioned in the decision. The court held that the use of the word "compensation" in the resolution authorizing the payments to the widow was just a convenient way of fixing the amounts to be paid and was not intended to characterize the payments. "It was reasonable to infer," said the court, "that the board was motivated by its gratitude for the employee's past services and by a desire to be helpful to his widow."

There has been no indication as to the intention of the Treasury Department to accept or to reject this most recent decision on this subject.

¹*Cora B. Beatty*, 7 B.T.A. 726 (1927).

²L.O. 1040, C.B. December 1920 p. 120, modifying L.O. 56, and overruling O.D. 361, C.B. June 1920, p. 73.

³*Ruth Hahn v. Commissioner*, 545 CCH Standard Tax Reports, paragraph 7349 (M) March 31, 1954.

⁴*Mutch v. Commissioner of Internal Revenue*, 209 F. 2d. 390.

⁵174 F. 2d. 893.

⁶302 U.S. 34, 58 S. Ct. 61.

⁷U.S.D.C. E.D. Mich. June 29, 1953 (unreported).

Right: Large picture windows overlook Lake Michigan in the Navy Pier cafeteria of the University of Illinois. Below: Cone shaped paper cups are standard service for beverages, eliminating labor costs and investment in equipment for glass washing.



"Day School" Feeding Is Different

D. M. CAREW

STUDENTS OF THE CHICAGO UNDER-graduate division of the University of Illinois claim all of Lake Michigan as their campus because their days are spent attending classes on the huge Navy Pier which extends some 3040 feet from shore.

The pier "campus," affectionately known by the students as "Oxford on the Rocks," has posed many unusual problems, among them the feeding of a student body of 3800 men and women who are distant from neighborhood eating places during the day.

Students have the unique experience of having their meals in an attractive cafeteria overlooking the vast expanse of Lake Michigan. For breakfast, lunch or between-classes snacks they may enjoy the illusion of eating on ship-board. The cafeteria at the west end

of the pier has broad picture windows that give an unbroken view of the lake.

The university took over 500,000 square feet, roughly half of the Navy Pier, as a campus in 1946 so thousands of students who could not be accommodated at the main campus in Urbana-Champaign during the post-war rush back to school could complete their studies. The pier also was chosen with the thought that Chicagoans who could not afford to devote full time to their education might live at home, work part time, and still go to school.

SITUATION IS DIFFERENT

One of the continuing problems of this unusual campus is that of food service. The situation is different from that of most colleges. For one thing, the campus has no "residents." Most

students live at home, and can carry their lunches if they choose. Too, feeding is solely a daytime operation.

The university has solved the problem by having a cafeteria, faculty dining room, and a snack bar with a terrace at the eastern end of the pier overlooking the lake and a second snack bar in the main lounge at the west, or shore, end.

Margaret Johnson, who is the food service manager at the pier, has had 18 years' experience in food service, including 12 in feeding University of Illinois students. Today she has charge not only of the pier but of food service at the Illini Union and new men's residence hall of the Chicago campus of the university's professional colleges and a snack bar in the new hospital addition. Service in the three



Over-all view of Navy Pier, being used by University of Illinois for its undergraduate program. More than 3800 students attend classes here.

locations adds up to about 7500 checks each day.

The snack bar at the west end of the pier is a popular spot with students, many of whom buy drinks or desserts to supplement home-packed lunches. The number of checks between its 7:30 a.m. opening and its 6 p.m. closing runs to about 2000 daily, while those at the cafeteria and snack bar over the lake total between 2000 and 2500. Service in the cafeteria is from 7 a.m. until 4:30 p.m.

In a typical day, students at the pier consume 1000 hamburgers, 500 pounds of French fries, 800 pieces of pie, and many other food items as well. All of the sweet rolls, doughnuts, pies, cakes, hamburger buns, and bread used at the west side campus eating places, as well as at the pier, are made in a central bakeshop located on the pier.

The university food services are nonprofit, and every effort is made to keep prices to students low. There have been few price advances since the food service began seven years

ago with the exception of coffee, which formerly sold for 5 cents a cup and now is 10 cents.

These eating facilities do not compete with neighborhood restaurants and fountains and, therefore, can estimate patronage with a fair degree of accuracy. However, the operation is complicated by special factors. Chiefly, these are the locations and the long layoffs during vacations. While there are no near-by eating establishments to draw students away from the pier, the location, off-shore on Lake Michigan, means that there are no neighborhood patrons to take up the slack in business when classes are not in session. The long layoffs—two weeks at Christmas, two weeks each in the January-February mid-semester period and in June, and three weeks in August—make it difficult to make out personnel schedules.

One solution has been the use of paper service wherever possible. "Without paper service we wouldn't be able to operate," said Mrs. Johnson, discussing the pier operation. Sundae

dishes top all others in use of paper items. Milk shakes, sodas, orangeade, soft drinks, water, milk and other drinks also are served in paper cups or containers. Sandwiches are served on paper plates. Paper is used to some extent in the faculty dining room where business averages 150 checks a day.

The pier food service also has difficulties in the field of trained food service personnel. The staff under Mrs. Johnson includes three home economics trainees in supervisory jobs, 20 part-time students, and around 110 other workers. During the layoffs, only the west end snack bar near the shore is open—this for the convenience of the permanent office staff.

The Illini Union on the graduate school campus in the city is in a better position during vacation periods. Located in the heart of Chicago's Medical Center District—one of the greatest concentrations of medical facilities in the United States—the union dining area, which seats 245, draws patrons during vacations from three hospitals, research centers, and other neighborhood institutions.



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NEWS

**Corporate Support to Liberal Arts Colleges . . . Education Bills Signed
by President . . . Salaried Leaves for Faculty . . . Time-Life Award Goes to
Columbia . . . Lauds Modern Teaching Methods . . . Sued Over Endowments**

U.S. Steel Gives \$700,000 to Education

NEW YORK.—The United States Steel Foundation, Inc., announced recently its first aid-to-education project. The program, outlined in a statement from foundation headquarters, calls for an expenditure of \$700,000 this year.

Benjamin F. Fairless, chairman of the foundation's board of trustees, said the program centers on giving financial support to liberal arts colleges. It also will provide for support to the National Fund for Medical Education and the United Negro Colleges and for a limited number of graduate fellowships in major educational institutions in the United States.

Mr. Fairless said: "We are aware that a large number of liberal arts colleges in the United States are operating at a deficit, and we are pleased to be joining other foundations and with industry, generally, in doing something toward relieving the serious financial plight of many privately supported colleges."

The foundation was formed last December. It is a nonprofit foundation through which money will go to charitable, educational and scientific projects. When the foundation was formed, a spokesman said it would not operate on the scale of the Ford, Carnegie or Rockefeller foundations, which were set up by individuals rather than by corporations.

The money appropriated for this year will be spent on undergraduate institutions in 14 states, most of which are highly industrialized states.

Participants in the program include four associations of the many liberal arts college associations in the country. They are the Associated Colleges of Illinois, Inc., Associated Colleges of Indiana, Inc., the Ohio Foundation of

Independent Colleges, Inc., and the Pennsylvania Foundation for Independent Colleges, Inc.

Mr. Fairless said although the foundation realizes there are many other worthy colleges in these and other states, it has "confirmed its program in the main to areas in which it had a natural interest."

Race Clock for Vote on Emergency Construction

WASHINGTON, D.C.—The N.E.A. on July 20 appealed directly to the President for his support for prompt public school construction aid during this session of Congress. Washington representatives of more than 20 national organizations joined the N.E.A. to plan further strategy. Farm, labor, veterans' and P.T.A. group leaders were behind the move.

Rep. Carroll D. Kearns, chairman of the House education subcommittee, announced on July 22 that the committee was preparing an emergency school construction bill and might hold hearings shortly. A telegraph campaign urged that the meetings be held immediately.

Senate progress on the Cooper bill, the Senate's emergency construction measure, was slowed down by the filibuster on the atomic energy bill, which caused a legislative log-jam on the floor.

Ends Bias at Maryland

BALTIMORE.—The admission of Negroes to the University of Maryland's undergraduate schools, as well as the graduate schools, was voted on and unanimously approved by the board of regents on June 25. Negroes have been admitted to the graduate schools of medicine and law at the University of Maryland since 1952.

President Signs Three Education Bills

WASHINGTON, D.C.—President Eisenhower on July 26 signed three education bills, despite the refusal of the House of Representatives to appropriate \$2,025,000 for the program.

One piece of legislation provides for state conferences on education throughout the coming year, culminating in a White House conference some time during the fall of 1955. Educational organizations in general are criticizing the plan. They look at it as a one-year postponement of badly needed federal aid for schools.

The other two measures passed by the Congress are the bill authorizing the Commissioner of Education to enter into contracts for cooperative research in all problems of education and the bill authorizing a nine-member advisory committee on education to consult with the Commissioner of Education from time to time.

The House Appropriations committee held that additional funds are not needed by the Office of Education to handle these activities.

N.B.C. Features Small College on TV Program

NEW YORK.—College administrators may be interested in a television presentation emphasizing the significance of the small college in higher education in America over TV Channel 4, N.B.C., on Sunday, September 19. A half-hour program entitled "The Small College" will go on the air at 2 o'clock, Eastern Daylight Time.

This represents an attempt on the part of the National Broadcasting Company to present to its audience material that highlights the contribution of small private liberal arts colleges to the culture of our time.



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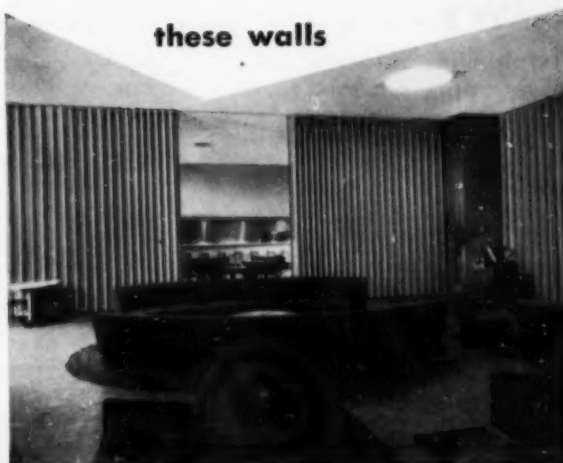
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NEWS

Establishes Salaried Leave Plan for Faculty

MINNEAPOLIS. — Establishment by the University of Minnesota of a salaried leave plan for members of the faculty was announced June 28 by President J. L. Morrill.

The new program provides leaves for one school quarter on full salary for selected members of the faculty who have achieved permanent status on the university staff. It will become

operative during the winter quarter of the 1954-55 school year.

Designed to supplement but not replace the traditional sabbatical leave system whereby faculty members may take leave at reduced salary every seventh year, generally for research and travel, the new program will meet a long felt need, President Morrill stated. The plan has been approved by the board of regents, he reported.

The new program will enable faculty members to devote themselves to in-

tensive research work required to complete studies and scientific investigations in which they are involved, the president pointed out. It also will permit faculty members to carry on their studies in universities and research laboratories elsewhere during the three-month period they are free of their teaching loads.

Distribution of the one-quarter leave awards, President Morrill explained, will work on the principle that a college is not normally eligible to receive in any one year more than a number equivalent to 5 per cent of its permanent faculty members.

The president recommended that the various colleges in the university set up screening committees to process applications for the salaried leaves. Applications forwarded by the college screening committees will be considered by an all-university selection committee appointed by the president.

Award to Columbia for Direct Mail Campaign


EDGEWATER PARK, MISS. — The American Alumni Council recently named Columbia University as the winner of the Time-Life Award, a new plaque that will be presented annually to the educational institution responsible for the "Direct Mail Campaign of the Year." Columbia University will receive the award for its elaborate efforts in promoting the program of its bicentennial celebration.

Other universities and colleges honored in the annual competition were: Moravian College, Colgate University, Teachers College of Columbia, Wesleyan University, Sweet Briar College, Oregon State College, University of Louisville, University of Oregon, St. John's University, Mary Washington College, Ohio State University, Rice Institute, University of Rochester, and Western Reserve University.

Parking Fines Pay for Seven Scholarships

CINCINNATI.—Park your car wrong at the University of Cincinnati and help a deserving undergraduate through college.

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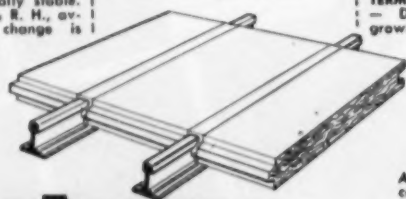
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NEWS

awarded undergraduates for the academic year 1954-55 from parking penalties of \$2 for each offense.

Dean Bursiek also noted violations have been steadily decreasing in number during the year. The system has been of considerable help in relieving the tight campus parking problem, he said.

Campus parking is limited to faculty and administrative officers. For others, the university maintains several large free parking lots near the campus.

85 Colleges Represented at Food Service Institute

CHICAGO.—The 1954 Food Service Institute, sponsored by COLLEGE AND UNIVERSITY BUSINESS, in cooperation with Northwestern University and the University of Chicago, attracted 115 delegates from more than 85 colleges and universities throughout the United States for the sessions held at the Knickerbocker Hotel, July 12 to 14. Thirty-one states, Canada and Hawaii were represented at the meeting.

The first day's meeting dealt with developing basic administrative skills in university organization. The opening presentation was made by Raymond W. Kettler, business manager and assistant treasurer of Purdue University. Included in the first day's sessions were addresses on "Educating the Business Manager" by Elmer Jagow, business manager of Concordia Teachers College, and "Principles of Residence Hall Food Service Operation" by Sylvia Hartt, assistant professor of the department of institution management at Purdue University.

"Contract Feeding by Concessionaire" by Reed Andrae of Nationwide Food Service, Inc., led off the afternoon session and was followed by "Scheduling Summer Conferences" by Rupert A. Hawk, acting president of Grinnell College, and "Special Catering Makes Friends and Profits" by Prof. Lenore Sullivan of the department of institution management at Iowa State College.

The second day's sessions were devoted to purchasing and cost control, and were started off by Douglas Osterheld, associate director of the Wisconsin Memorial Union at the University of Wisconsin, with a talk on "Cost Accounting for Food Operations." He was followed by Clinton Johnson, director of university services at the Uni-



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NEWS

versity of Minnesota, whose subject was "Should a Purchasing Agent Buy Foodstuffs?" and by J. N. McKellin, director of food service at Wheaton College, who spoke on "What's New in Food Service Equipment?"

The afternoon session featured talks on "Gracious Living" by Ruth Donnelly, housing supervisor of the University of California, and on "How to Establish a Job Training Program" by Kathryn Bruce, educational director of the National Restaurant Association. Large and small school clinics moderated by Willard J. Buntain, director of housing, Northwestern University, and by Harold W. Herman, editor of COLLEGE AND UNIVERSITY BUSINESS, respectively, concluded that day's schedule.

The concluding session of the three-day meeting was on personnel training. Martha McBride, administrative assistant to the director of residence halls at Indiana University, started the program with a talk on "Selection and Training of Personnel." She was followed by Scott Wilson, principal food service manager of the University of California, who spoke on "Developing a Working Manual," and by Donald E. Dickason, director of nonacademic personnel at the University of Illinois, and Joseph Nye, director of residence halls at Columbia University, both of whom talked on "Working With Union Labor."

Though great interest was expressed in a similar meeting for next year, the sponsors declined at the time to make any commitments as to whether a meeting would be held.

Calls for Campus Housing Preparedness

ITHACA, N.Y. — Dr. Arthur S. Adams, president of the American Council on Education, in an address before the Association of College and University Housing Officers called for campus housing preparedness in order to meet the large rush of students expected between 1960 and 1970.

Dr. Adams declared that some of the crowded emergency structures of 1946 were not "decent housing" and warned that colleges must not be allowed to repeat this performance in 1960. He observed that many graduates recall the "living experience" of their college days with vividness and that campus quarters have a large rôle.



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NEWS

Dr. Russell Lauds Modern Teaching Methods

NEW YORK.—Dr. William F. Russell, president of Teachers College, Columbia University, in an address at the bicentennial convocation stated that modern teachers in modern schools, colleges and universities must be encouraged if mankind is to make the best possible use of available knowledge. The university's bicentennial theme, "Man's Right to Know-

edge and the Free Use Thereof," was stressed by Dr. Russell in his address. "Man has the right to know and to use what he knows, and nothing should be permitted to stop him," he declared.

Dr. Russell said Hitlers, Malenkofs, censors, book-burners, inquisitors and violators of academic freedom represent only one form of tyranny over the mind of man. There is another form within the nature of man himself, he added, under which one may know but do nothing about what he

knows. The reason for this goes back to the way people are taught. The modern science of education gives the answer in the results of controlled experiments in laboratory schools, he asserted.

"To be encouraged," he added, "are wise teachers, professionally educated for their work, free to work as their science dictates, and shielded from would-be tyrants over their minds and purposes."

Small Colleges Benefit by New Source of Radiation

SOUTH BEND, IND.—A new, inexpensive radiation source costing less than \$1000 has recently been developed by atomic scientists, it was revealed by the University of Notre Dame. The new source, developed at Notre Dame and the National Laboratory in Oak Ridge, Tenn., has an intensity equivalent to an amount of radium costing \$2,500,000, a spokesman said.

"This development," a Notre Dame news release states, "brings atomic radiation research, formerly confined for the most part to larger universities and research centers, within the financial range of small colleges and research institutions."

Protestant Delegates Urge Academic Freedom

GRANVILLE, OHIO.—A resolution calling for freedom of thought and expression in schools was adopted here recently at the end of a five-day session of the first Convocation of Christian Colleges. The convocation, sponsored by the National Council of Churches, attracted 700 delegates, representing 250,000 students and 12,500 faculty members from the 40 Protestant denominations.

The resolution said in part:

"We further recognize that our public life stands under the judgment of God and is in need of his mercy. Therefore, we urge continuing study of our public life involving, on the one hand, recognition of the dangers of communism and, on the other hand, the dangers of regimentation, thought control, guilt by association, and mass hysteria which may be generated in poorly conceived opposition to communism."

Other resolutions adopted called for an end to segregation and a foreign policy based on a Christian spirit.

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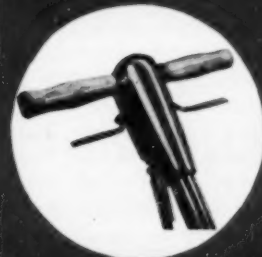
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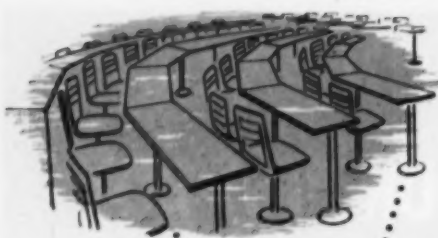
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NEWS

Ohio Colleges Alert to Expanding Enrollments

COLUMBUS, OHIO.—Ohio colleges, lacking facilities for the future teaching of youngsters now swamping grade and high schools, have organized a committee to act on the problem. President Lloyd L. Ramsyer of Bluffton College, president of the Ohio College Association, has named six college presidents and one school superintendent to the Ohio Committee on Expanding Student Population.

Heading the committee is Dr. Howard L. Bevis, president of Ohio State University. Other college presidents on the committee are Dr. Norman P. Auburn of the University of Akron; the Very Rev. Frederick E. Welfle of John Carroll University; Dr. Robert N. Montgomery of Muskingum College; Dr. John D. Millett of Miami University, and Dr. William E. Stevenson of Oberlin College. Seventh member is Supt. N. G. Fawcett of the Columbus public school system.

Besides alerting administrators of Ohio colleges to the imminence of the problem and the need for action, the committee hopes to acquaint the state generally with the situation. Colleges also are to be asked to study ways and means for increasing their capacities for meeting the enrollment needs of 1960, 1965 and 1970. The college-age population in Ohio will have increased 96 per cent to a total of 731,992 by 1970. It now stands at 373,122.

"The organization of the committee represents a joint effort on the part of the publicly and privately supported schools to meet the impending situation," Dr. Bevis, the committee chairman, said. "We are striving to establish a common goal for Ohio colleges—that of increasing their capacities. This we know: The colleges of Ohio do not *now* have the facilities to take care of the students who will seek admission in the next few years."

Syracuse University Sued Over Endowment Funds

ALBANY, N.Y.—In order to resolve a dispute involving \$1,250,000 in endowment funds, the State University of New York filed a breach of contract suit recently against Syracuse University. The case centers on the College of Medicine, which the State Univer-

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NEWS.

sity acquired from Syracuse in 1950. Under the transfer contract, the state argues, it is entitled to \$67,000 in income from a medical school endowment fund that has piled up. The state also maintains that there has been \$225,000 in income from endowments, which the State University could receive if Syracuse got court permission to pay it out, as the university allegedly agreed to do four years ago.

Also involved is a special fund of \$77,000, the only endowment with terms that permit Syracuse to turn over its principal, as well as interest, to the State University. The total principal of all the funds is estimated at \$1,250,000.

The complicated fiscal squabble became more involved when Syracuse University brought another supreme court action designed to determine whether it had the legal right to turn over the income of the largest of the two dozen medical endowments to the State University.

The 1950 contract under which the state took over the Syracuse Medical School specified that the State University should receive income—and, when possible, principal—from all medical school endowment funds in return for paying off a \$503,000 mortgage and more than \$625,000 in deficits.

Placements at High Level for College Graduates

EAST LANSING, MICH. — Jobs for college graduates remained at a high level during 1954, despite recession talk. This was the case at Michigan State College where 436 firms with 31,103 jobs available interviewed students during the year.

"Last year seemed likely to be the best placement year the universities would ever have, and a drop-off was expected after it," said Jack Breslin, M.S.C. placement bureau director. "But 1954 has been surprising: More companies came to us for recruiting and more students took interviews."

Mr. Breslin said that the total number of jobs in 1954 was about equal to those in 1953. Both employers and students were more selective this year, he said.

Engineering continued to be the most active in employment. A total of 281 engineering firms interviewed graduating M.S.C. engineers. These

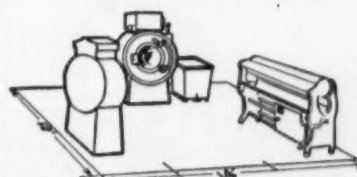
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NEWS

companies had 17,093 positions available.

Of the six major fields represented in interviews, veterinary medicine offered the highest average starting salary—\$4300. Average starting salaries in other fields, exclusive of benefits such as traveling expenses, room and board, were these: engineering, \$4289; science and arts, \$4240; business and public service, \$3964; agriculture, \$3853, and home economics, \$3150. For those with master's degrees, the

average starting salary was \$4886, and for doctoral degrees, \$6268.

Other facts and figures of the employment year were these:

1. The average industrial interviewer had 8.2 appointments with graduating students.
2. A total of 93.2 per cent of the employers stated that they employ men who anticipate military service.
3. Employers seeking graduates on the M.S.C. campus were from 24 states. The largest number of companies—

112—had from 1000 to 5000 employees. A total of 109 companies had from 100 to 500 employees. Twenty-six of the companies had fewer than 25 employees and four had more than 25,000.

From Farm to Campus

UNION, N.J.—Green Lane Farm here, which helped supply food for General Washington's army during the Revolutionary War, yielded its final harvest. The 120 acre estate of the late U.S. Senator Hamilton Fish Keane will be transformed into a campus for the proposed new Newark State Teachers College. Construction of the projected college will begin before fall.

Correction

In reporting the dates June 26 to 28 for next year's meeting of the National Federation of College and University Business Officer Associations in the July issue, the word "Associations" was unfortunately omitted.

NAMES IN THE NEWS

Foster Cole, director of purchases at Miami University, Oxford, Ohio, has been named business manager of the institution. His appointment became effective July 1. He succeeds **W. P. Roudebush**. Mr. Cole is past president of the National Association of Educational Buyers and currently is serving as director of the E & I Co-Operative Service.

William G. Wilcox, director of the bureau of public relations at Ohio State University since 1947, is now manager of publications and printing in the office of the vice president, **Jacob B. Taylor**. The position to which Mr. Wilcox was named was created by the board of trustees several years ago but had never been filled.

Delbert L. Rhind, formerly bursar of Massachusetts Institute of Technology, has been appointed assistant treasurer in a recent administrative reorganization at M.I.T. The other assistant treasurer appointed was **Paul V. Cusick**, formerly associate director of the Division of Defense Laboratories and associate director and fiscal officer of the Division of Industrial Cooperation. **Wolcott A. Hokanson**, formerly assistant bursar, has been made bursar. **Joseph J. Snyder**, vice president and treasurer of M.I.T., has announced the establishment of the new positions of



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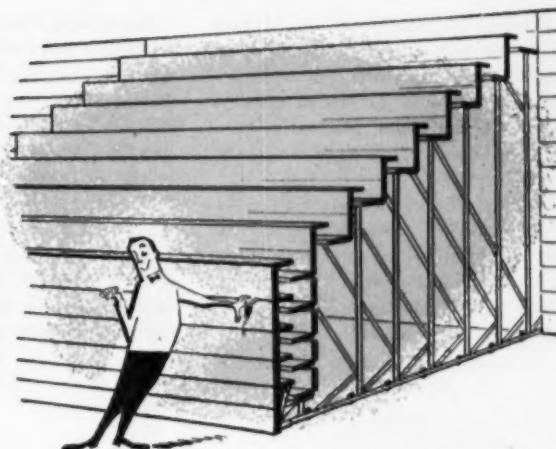
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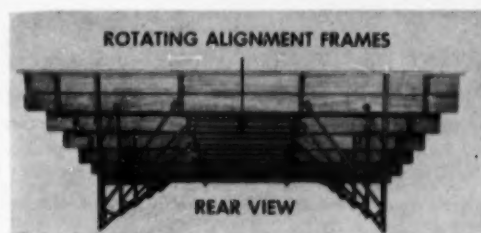
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NAMES

director of physical plant and director of general services. **Carl M. F. Peterson**, formerly superintendent of buildings and power, is director of physical plant, and **R. Colin MacLaurin**, who has been personnel officer, is director of general services.

Lewis E. Profit, formerly director of food service at Central Michigan College of Education, Mount Pleasant, has been named manager of Charles McKenny Hall at Michigan State Normal College, Ypsilanti, Mich.

Dr. Clifford M. Hardin, dean of agriculture and experiment station director at Michigan State College, is the new chancellor of the University of Nebraska, Lincoln. His appointment became effective July 1. Dr. Hardin succeeds **John K. Selleck**, business manager of the University of Nebraska,



Clifford M. Hardin

who has served as acting chancellor and chancellor since **R. G. Gustavson** left the university in July 1953. Dr. Hardin, who will be 39 years of age next October, is the university's youngest chancellor and one of the youngest university presidents in America.

David D. Ogden, assistant treasurer of the University of Rochester, Rochester, N.Y., has resigned to accept appointment as an industry specialist with the Massachusetts Investors Trust of Boston. He terminated his association with the university on July 23.

Dr. Anna L. Rose Hawkes, dean of students and professor of education at Mills College, Oakland, Calif., has been named to the United States Advisory Commission on Educational Exchange by President Eisenhower. She will serve with three other educators on this committee: **Arthur H. Edens**, president of Duke University; **Rufus H. Fitzgerald**, chancellor of the University of Pittsburgh, and **Arthur A. Hauck**, president of the University of Maine. The primary function of the commission is to oversee the government's educational exchange program with foreign nations.

Samuel G. Gould, former assistant to the president of Boston University, has been appointed president of Antioch College, Yellow Springs, Ohio. He will succeed **Dr. Douglas McGregor**, who recently resigned to return to the Massachusetts Institute of Technology to join the staff of its School of Industrial Management.

S. L. Parks, formerly office and credit manager for Farm Industries, a division of the Quaker Oats Company, and prior to that bursar of Athens College, Athens, Ala., recently was appointed business manager and treasurer of Union College, Barbourville, Ky. He succeeds **Clifton Wilson**, who resigned to become superintendent of the Protestant Children's Home in Cincinnati.

Thomas Elbert Chance, formerly assistant director of public relations at the University of Delaware, has been named director of public relations. He succeeds **Francis X. Gallagher**, who resigned recently for the purpose of entering private business.

Dr. R. H. Fitzgerald, chancellor of the University of Pittsburgh, recently authorized announcement of his intention to retire on July 1, 1955. Dr. Fitzgerald will be 65 years old next year

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NAMES

and on his retirement date will have completed 10 years as chancellor.



Miss Zembruska

Emilia Zembruska, acting registrar of Long Island University, has been named registrar. Miss Zembruska, a native American who was trapped in Poland at the outbreak of World War II and later pressed into service as a factory worker by the Nazis, has been a member of the administrative staff of Long Island University for the last seven years.

Mary Lou Bilsborough, director of social activities at Southwest Missouri State College, Springfield, recently accepted a position as social director of the Purdue Memorial Union at Purdue University, West Lafayette, Ind. Miss Bilsborough's appointment becomes effective August 15.

Rev. Wesley M. Westerberg, minister of Naperville First Methodist Church, Naperville, Ill., has been appointed president of Kendall College, Evanston, Ill. The Rev. Mr. Westerberg succeeds **Dr. T. Otmann Firing**, who will remain as president emeritus.

John F. Brush, formerly a member of the faculty of Westbrook High School, Westbrook, Me., was recently appointed superintendent of buildings and grounds at Bowdoin College, Brunswick, Me. He succeeds **Donald T. Potter**.

Rev. Martin L. Koehneke will be installed September 16 as president of Concordia College, River Forest, Ill. He succeeds **Dr. Arthur Klinck**, who left the college last December 31 after 14 years to become professor of historical theology at Concordia Seminary, St. Louis. The Rev. Mr. Koehneke has been counselor of parish education since 1950 in the Texas district of Lutheran Church Missouri synod.

Lloyd Morey was elected unanimously by the board of trustees to another one-year term as president of the University of Illinois. Dr. Morey, who would normally have retired this September under university regulations because of his age, succeeded **George D. Stoddard** as president a year ago.

John A. Hannah, on leave of absence from Michigan State College, East Lansing, for the last 18 months, is resuming the presidency of the college

this month. Dr. Hannah has been serving as Assistant Secretary of Defense for Manpower and Personnel since February 1953. He will remain United States Chairman of the Permanent Joint Board on Defense with Canada.

Dr. David B. McCorkle, director of student activities and assistant professor of education at the University of Mississippi since 1952, has been appointed director of personnel and institutional research. He succeeds **Dr. Fred Ford**, who resigned to become

director of personnel at the University of Pennsylvania.

Dr. Merle M. Odgers, president of Girard College since 1936, has been elected president of Bucknell University, Lewisburg Pa. He will assume his new duties on December 1, when he will become the 10th president in Bucknell's 108 year history.

Dr. F. D. Blodgett, president of Adelphi College, Garden City, N.Y., from 1915 to 1937, died recently at 83 years of age.



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National Federation of College and University Business Officer Associations

President: Irwin K. French, Wellesley College; vice president: Laurence Lunden, University of Minnesota; secretary-treasurer:

Nelson A. Wahlstrom, University of Washington.

Convention: June 26-28, Antlers Hotel, Colorado Springs, Colo.

Association of College Unions

President: William Rion, University of Florida; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wisconsin.

1955 Convention: White Sulphur Springs, W. Va.

Association of College and University Business Officers

American Association

President: W. C. Ervin, Paine College; secretary: B. A. Little, Southern University.

Central Association

President C. C. DeLong, University of Illinois; secretary-treasurer: T. N. McClure, Knox College.

Eastern Association

President: John W. S. Littlefield, Colgate University; secretary-treasurer: Irwin K. French, Wellesley College.

Convention: Dec. 5-7, Shoreham Hotel, Washington, D.C.

Southern Association

President: J. H. Dewberry, University System of Georgia; secretary-treasurer: Gerald D. Henderson, Vanderbilt University.

Western Association

President: James Miller, University of California; secretary: Morris Robertson, Oregon State College.

1955 Convention: Tucson, Ariz.

National Association of Physical Plant Administrators of Universities and Colleges

President: Wesley Hertenstein, California Institute of Technology; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

1955 Convention: University of Wyoming, Laramie.

American College Public Relations Association

President: Francis C. Pray, University of Pittsburgh; executive secretary: Marvin W. Topping, 726 Jackson Place, N.W., Washington 6, D.C.

Convention: June 30-July 2, Drake Hotel, Chicago.

National Association of College Stores

President: Carl Birdwell, A&M College of Texas, College Station; executive secretary: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

College and University Personnel Association

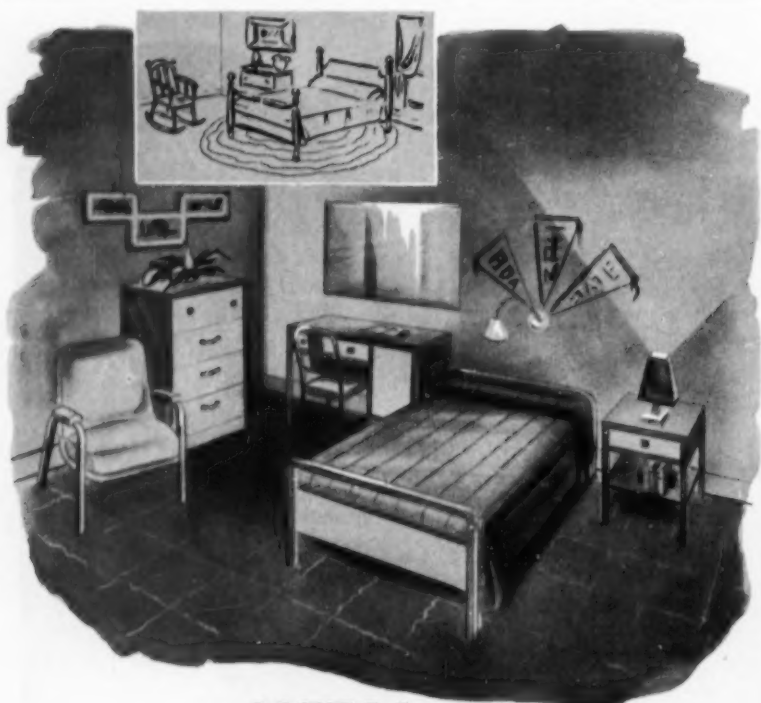
President: Max W. Sappenfield, Southern Illinois University, Carbondale; secretary-treasurer: Clara Stimson, University of Rochester; executive secretary: Donald E. Dickason, University of Illinois. Permanent headquarters, 809 S. Wright St., Champaign, Ill.

Convention: Aug. 15-18, International House, University of California, Berkeley.

National Association of College and University Housing Officers

President: M. R. Shaw, Cornell University; vice president: F. C. McConnell, University of Texas; secretary-treasurer: Ruth N. Donnelly, University of California, Berkeley.

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classified advertising

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Bursar—Business Manager—College graduate; New England background; major Banking-Economics; successful business career including 16 years national investment dealer formulating investment policies, corporations and individuals; prefers association college or preparatory school in financial capacity; fully experienced in investments, credits, bookkeeping, personnel, office routine; athletic interest, particularly youth programs; 48 years; excellent health; energetic; good appearance; 6', 180 lbs.; business and banking references. Write Box CW 217, COLLEGE AND UNIVERSITY BUSINESS.

Business Manager—Experienced in auditing, budgets, purchasing, finance, and business administration; married; at present employed. Write Box CW-215, COLLEGE AND UNIVERSITY BUSINESS.

Business Officer—Association with a college or private school desired by person with trust and investment experience, together with a legal background; modest salary requirements. Write Box CW-206, COLLEGE AND UNIVERSITY BUSINESS.

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Manager—Residence halls or dining halls; twenty years experience; purchasing, budgeting, efficient. B.S. degree; eastern location preferred; excellent references. Write Box CW-219, COLLEGE AND UNIVERSITY BUSINESS.

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Fountain Manager—Student Union in northwest college town wants aggressive working supervisor for busy fountain operation; experience in internal promotion, portion control, cost control and employee training desirable, give full particulars as to experience, age and salary requirement; enclose photo. Write Box CO 153, COLLEGE AND UNIVERSITY BUSINESS.

Miscellaneous—Small co-ed boarding school, Conn., desires (1) Dietician, Spanish an asset; (2) Bookkeeper to take charge of office (3) Stenographer; give full particulars of background and salary desired. Write Box CO-152, COLLEGE AND UNIVERSITY BUSINESS.

Superintendent Building and Grounds—Position description on request, general supervision, buildings, maintenance and new construction. Write CARLTON COLLEGE, NORTHFIELD, MINN.

The rates for classified advertisements are: 20 cents a word; minimum charge, \$4. (No charge for "key" number.)

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WHAT'S NEW

August 1954

Edited by Bessie Coveri

TO HELP you get more information quickly on the new products described in this section, we have provided the postage paid card opposite page 72. Circle the key numbers on the card which correspond with the numbers at the close of each descriptive item in which you are interested. COLLEGE and UNIVERSITY BUSINESS will send your requests to the manufacturers. If you wish other product information, just write us and we shall make every effort to supply it.

Stainless Holloware Is Functional and Beautiful



The new Silco line of stainless holloware brought out by International features beauty of line and design which is at the same time highly functional. This quality assures fast, easy cleaning for sanitary service. The Deluxe Hi-Gloss finish adds to the attractiveness of the pieces and speeds up drying without streaking. The graceful proportions and smooth contours make the line especially pleasing.

The line is moderately priced and each piece is made to the most exacting standards to withstand the most rigorous usage for lasting serviceability. When properly washed and rinsed in hot water the holloware, like the flatware, requires no toweling and dries quickly, taking a minimum of time in washing facilities. The scratch-resistant finish requires no special care or polishing in normal use. The line comprises a wide variety of standard items for appropriate service. **International Silver Company, Meriden, Conn.**

For more details circle #502 on mailing card.

Curtain Control Is Manually Operated

A newly designed control for manual operation of stage and auditorium curtains is now available at an economical price. The Stop, Start and Reverse Controller is a lightweight, compact unit especially designed for use in schools, colleges and other places requiring a foolproof, sturdy, inexpensive device. An overload protective breaker ensures against accidental overload.

The mechanisms are actually manually operated as the operator must hold his finger on the switch as long as he desires curtain movement. The apparatus can be stopped, started and reversed at any point along the travel by simple toggle control. The machine is easy to install and maintain as the operator has every control at

his fingertip. The mechanisms, classified as Model Nos. 938, 1458 and 2908 are practically foolproof with respect to tampering. **Automatic Devices Company, Allentown, Pa.**

For more details circle #503 on mailing card.

One Cooking Unit Handles All Requirements

An oven, a broiler, a surface cooker, a griddle and a fry kettle are combined in one compact, efficient unit in the Hotpoint Quintette. Described as a complete packaged commercial cooking center, the unit is especially appropriate for smaller colleges and other institutional areas with specialized meal production problems.

The five separate cooking units are combined in one compact piece of



equipment just 30 inches wide, 36 3/16 inches to the cooking surface, and 29 inches deep. Two 6 inch and two 8 inch surface units, each with its own five heat switch control, are incorporated into the satin-chrome steel top. The left-rear unit serves as a three way convertible hot plate, deep-well cooker or fry kettle. A detachable griddle, with grease receptacle, clamps over the two right-hand units as a "duo-grid." Either half can be operated at separate temperatures or half may be shut off. The oven has push-button control and will handle roasting or baking, up to 45 pounds of meat or six 9 inch pies. The Quintette is designed for simple and thorough cleaning. The body has a lustrous gray finish with bright red controls, and top and backsplash are of satin-chrome. **Hotpoint Co., Commercial Equipment Dept., 227 S. Seeley Ave., Chicago 12.**

For more details circle #504 on mailing card.

Unitized Air Conditioner for Food Departments

A new Koch unitized air conditioner has been developed for efficient operation in food handling and service departments. It is available in 5 or 7 1/2 h.p. sizes and cools, heats, ventilates and filters air quietly and economically. The new unit is simple to install and service and includes water, drain and electrical connections to be made at either end or rear, instant water connections, oilless fan bearings and optional stainless steel exterior. **Koch Refrigerators, Inc., North Kansas City, Mo.**

For more details circle #505 on mailing card.

Institutional Cooking Utensils Now Available in Revere Ware

The Revere line of copper-clad stainless steel cooking utensils, long known for home use, is now available in shapes and sizes for institutional cooking. The same design features and production skills are used in the institutional line of Revere Ware for hospitals, schools, colleges, restaurants, hotels and other quantity cooking. More than sixty utensils are included in the new line.

The copper bottoms provide fast, even distribution of heat and freedom from scorching and burning. The flat recessed stainless steel cover or lid for sauce pans and pots permits nesting or stacking of hot pans on top of the stove to keep the food warm, and easy storing of lids. Stainless steel handles are securely welded on with no areas to catch dirt. Foods do not cling to the sides of the utensils and the seamless interiors are easily cleaned and kept sanitary. Rounded corners make easier spooning, ladling, stirring and cleaning. The line is functionally beautiful and is offered in the following: braziers in five sizes, sauce pots with loop handles in eighteen sizes, saute pans in sizes from one to five quarts with straight handles, flared



skillets with straight handles in four sizes and stock pots with looped handles from 2 1/2 to 20 quarts in capacity. **Revere Copper and Brass, Inc., Rome, N.Y.**

For more details circle #506 on mailing card.

What's New ...

Prefinished Wall Paneling for Speedy Installation

Labor costs in either new construction or remodeling can be saved in installations of the new Marlite Planks and Blocks. The tongue and groove prefinished wall paneling is speedily and economically installed. It is available in planks 16 inches wide and 8 feet long and in blocks 16 inches square. Both are 3/16 inch thick and come in ten new "companion colors," especially styled for Marlite Plank and Block, as well as in four authentic wood pattern finishes. The material is resistant to moisture, heat and stains, provides a permanent, soilproof surface that is easily cleaned, requires a minimum of maintenance and stays new looking for years. **Marsh Wall Products, Inc., Dover, Ohio.**

For more details circle #507 on mailing card.

More Efficient Utilization of Light Weight Steel

A new method of handling light weight steel in construction has recently been announced. Pre-Stressed Jr. Channel Rigid Bents were developed in the construction of a new high school. Box-shaped steel girders were formed by welding, to form the new Rigid Bents. Bents are field-connected by welding on the ground before erection. Pre-stressing facilitates erection and makes the system practical. Time of erection was reduced and there was considerable saving in cost, according to the manufacturer, in use of the new unit. The Junior Channel Rigid Bent provides an extremely strong framework with reduced weight, erection time and cost. **Jones & Laughlin Steel Corporation, Gateway Center, Pittsburgh 30, Pa.**

For more details circle #508 on mailing card.

Diving Board Has Waterproof Coating

The new Wells Fiberglass-Coated Diving Boards are coated for greater life and more attractive appearance. The regulation board is constructed of laminated Douglas fir with coating applied at small additional cost. The Wells PDMIC is a one meter diving platform in modern design. It is also available



in the three meter size with the same graceful lines. **Wells All-Steel Products, P. O. Box 192, Dept. R, North Hollywood, Calif.**

For more details circle #509 on mailing card.

Gravity Rollers for Dish Rack Conveyor

Rust resistant gravity roller conveyors are a new development for dish rack return service. They are available in stainless or galvanized steel in standard widths of 6 and 22 inches. The rollers have rustproof bearings and can be furnished plain or rubber covered. **Samuel Olson Mfg. Company, Inc., 2431 Bloomingdale Ave., Chicago 47.**

For more details circle #510 on mailing card.

Duplicating Process Does Not Stain

Lack of stain on hands, clothing and copy work with the patented Azograph duplicating process is an outstanding feature of this new development by A. B. Dick Company. Approximately fifty clearly legible copies can be produced with speed and economy from one master. No time is required for the operator to remove stains, which are non-existent with new process.

The two color-forming compounds within the coating of the transfer sheet



are chemically separated so that no stain can be transmitted when handling the masters. The compounds are components used in the formation of azo dyes, thus giving the new process its name. The third element, to form the deep blue color and cause the duplicating process, is introduced within the duplicator.

Two machines are available for use with the new process. Both the manually operated 220 model and the new electrically operated 230 duplicator just introduced can be used either for Azograph or for aniline dye process duplicating. Since the Azograph fluid may be used in machines for either process, it need not be changed for running either type of master. The new Azograph process should have many uses for instructions, memorandums, systems work and any other work requiring quick, clean copies from a short run. **A. B. Dick Company, 5700 W. Touhy Ave., Chicago 31.**

For more details circle #511 on mailing card.

Teachers' Desk Has Conference Top



Made of solid Northern Birch, the new Teachers' Conference Desk has island base, pedestal and bookcase. The top overhang at the back and sides of the desk is sufficiently large for conferences with one to three people and the recessed back makes for comfortable sitting.

There are three standard sized drawers in the pedestal and a center drawer large enough to hold the class register and other records. A lock on the top pedestal drawer locks all three drawers. The second drawer is deep enough to serve as a file drawer and a division behind the file will hold the largest purse. The bookcase in the left pedestal is sufficiently large to hold all class books readily available, leaving the top free for work or conference. The desk is sturdily constructed and has been designed to provide for all the needs of the classroom instructor. Optional equipment on the desk is a drop-leaf which extends 16 inches at the drawer pedestal end. **Allen Chair Corporation, 366 Broadway, New York 13.**

For more details circle #512 on mailing card.

Three New Slide Projectors Give Clear, Brilliant Pictures

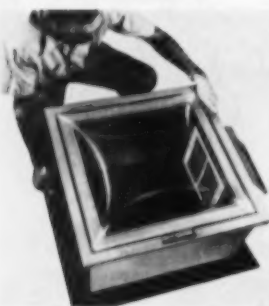
Viewlex has developed three new slide projectors featuring clear, brilliant, corner to corner projection. The Model V-5 is a 150 watt, convection cooled projector; the Model V-53 is a 300 watt motor fan cooled unit and Model V-55 is 500 watts, motor fan cooled. They are of solid and rugged construction, of die castings, finished in an attractive double baked hammertone gray, with all other parts plated and rustproofed throughout.

A new principle of cooling is offered in the motor fan cooled units featuring the Venturi-Airjector cooling system. Air is forced through a constricted tube to increase the speed of flow, thus removing hot air and keeping the units cool after hours of operation. A 2 1/4 by 2 1/4 carrier is furnished with the projectors and the 2 by 2 inch carrier may be had at additional cost. Projectors are available with either a 5 or a 6 1/2 inch coated color corrected anastigmat professional lens. **Viewlex Inc., 35-01 Queens Blvd., Long Island City 1, N.Y.**

For more details circle #513 on mailing card.

What's New...

Ventilation and Light Provided by Ventdomes



A prefabricated package, providing both top lighting and ventilation through one roof opening, is now available in the new Wascolite Ventdome. It requires no special roof, curb or flashing construction for installation. The shatter-resistant, light weight, smooth-surfaced dome is formed from a single flat sheet of acrylic plastic under pressure. The construction permits the dome to expand and contract under a wide range of temperatures and the shape makes the domes virtually self-cleaning.

The curb frame and the retaining frame of the unit are made of extruded aluminum and are flash welded. A self-contained condensation and weepage gutter has a positive drainage slope to the roof. The rigid aluminum curb of double wall construction is insulated with Fiberglas. The air exhausts are motor-operated for light duty or heavy duty requirements. Exhausts are protected by motor-operated insulated weather doors. The units are easily secured to the roof deck by means of the extended roof flange. **Wasco Flashing Company, 87 Fawcett St., Cambridge 38, Mass.**

For more details circle #514 on mailing card.

Polarizing Microscopes for Science Students

Designed for use by beginning students of geology, ceramics and other sciences, the B&L Dynoptic Polarizing Microscopes bring all features of a standard polarizing microscope within the range of high school and college budgets. The new series utilizes the ball-bearing, low-position, fine-focusing stand used with B&L dynoptic laboratory instruments. The "cool" stage, ball-bearing-mounted, precentered and rotatable, is designed to prevent heat damage to specimens or determinational errors caused through heat-produced changes. It has one-degree graduations.

Features of the new series include a ball-bearing double nosepiece, with ball-stop and true return to contraction when changing objectives, strain-free achromatic objectives, simplified substage and rack-and-pinion for coarse adjustment. They can be furnished with an integral

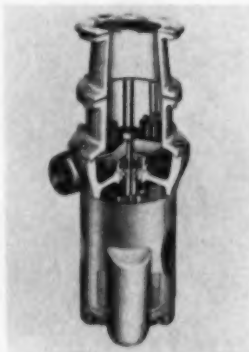
substage illuminator and are available with three objectives, mechanical stage, quartz wedge or retardation plates. **Bausch & Lomb Optical Co., 635 St. Paul St., Rochester 2, N.Y.**

For more details circle #515 on mailing card.

Food Waste Disposer Efficiently Handles Continuous Loads

Large, continuous loads of all types of food waste can be handled with the new Kitchen Pig Food Waste Disposer. The efficient unit quietly liquefies bones, fibrous vegetables, leafy greens, fruit pits and even corn cobs and husks. It is a heavy duty institutional disposer which washes away waste without fuss or bother.

The Kitchen Pig features three-way cutting action. As food waste enters the hopper, high speed choppers instantly chop it into large pieces, preventing fruit and vegetables from bouncing around. The manufacturer states that the teeth of the case-hardened grinders that further reduce the food waste into soft pulp never need resharpening. The final sizing in the spiral grooves pulverizes the



pulp, forcing it through hardened-steel cutting edges. The powerful motor is totally enclosed for years of trouble-free operation. **Kitchen Engineering, Inc., 9330 Santa Monica Blvd., Beverly Hills, Calif.**

For more details circle #516 on mailing card.

All Stains Removed From Plastic Dinnerware

A new solution is now available which removes all stains from plastic dinnerware. It is completely non-toxic, will not corrode, is harmless to hands and completely removes stains from foods and beverages which sometimes make dishes unsightly. Known as Plastic-Dip, the product is easy to use and is odor-free. It is dissolved in warm or hot water, dishes are soaked for varying periods, depending on the amount of stain, and when rinsed are bright, sanitary and new looking. The product is economical in use as only a small amount is required for effective results. **The Diversey Corporation, 1820 W. Roscoe St., Chicago 13.**

For more details circle #517 on mailing card.

Versatile Cleaning Cloth Made of Nylon

The KP Dish and Utility Cloth is a versatile nylon product. The quick drying, general purpose cleaning cloth can be used to clean and scour dishes, bottles and glasses, kitchen equipment, bathtubs and other porcelain equipment, pots and pans and other surfaces. It is especially effective in wiping woodwork, plastic mats and cloths, utensils, silverware and china without scratching or marring. It is equally effective when used in soap and water or as a damp cloth for many housekeeping and maintenance duties. **Webb Manufacturing Co., Fourth & Cambria Sts., Philadelphia 33, Pa.**

For more details circle #518 on mailing card.

Steel Chalkboards in Long Lengths

Amscad Steel Chalkboards are available in lengths up to fifty feet, permitting a clear length of chalkboard along an entire wall. The extra hard mineral artificial slate writing surface gives high quality writing and erasing. The chalkboards, forty-two inches high, are anchored to the wall by plastic cement and moldings. They are available in the popular blue-green but are offered also in many other attractive colors. **Swarr Manufacturing Co., 837 W. Walnut St., Lancaster, Pa.**

For more details circle #519 on mailing card.

Concrete Spray Waterproofs and Strengthens

A new method of applying concrete for waterproofing as well as for wall construction is offered in Spraycrete. The specially designed Spraycrete equipment pre-mixes sand, water, cement and admixtures at high pressures, resulting in a mix that is easily applied by gun. The patented pre-mixing technic makes a product that gives complete waterproofing protection. Walls of any thickness can also be built of Spraycrete, or it can be applied over brick or tile construction to provide a smooth, waterproof surface, as shown in the illustrations.

Spraycrete high pressure pre-mixing eliminates shrinkage, achieves a perfect



bond, and is achieved by the use of patented, heavy-duty, mixing equipment. **Western Waterproofing Co. of Michigan, 9960 Freeland, Detroit 27, Mich.**

For more details circle #520 on mailing card.

What's New...

Teaching Aid Offered in Tape Player

The use of tape recorded material has proved to be helpful in teaching music, shorthand, and languages and many other subjects. The teacher's voice and energy are saved and closer class supervision is possible. A new player unit, without the recording mechanism, is now available at a considerable saving in cost over the combination recorder and player. Extra player units for classroom use to supplement the recorder-player equipment should prove beneficial to teacher and pupil alike. Pre-recorded magnetic tapes of teaching material are also now available from various commercial sources.

The new Pentron Tape Player is compactly designed, light in weight and easily portable. Model PB-A2 measures only 11½ by 9¼ inches in size and standard players have dual-track heads. Full width heads are also available. Pentron Corporation, 664 N. Michigan Ave., Chicago 11.

For more details circle #521 on mailing card.

Studee-Lamp Design Is Result of Research

The new design introduced in the Studee-Lamp is the result of research into study habits at two large universities. The studies were made by a national research laboratory and were approached with four factors in mind: eye sight, space saving, time and motion.

The Studee-Lamp has an adjustable book rest which provides a large light gray background designed to reduce shadows. Another feature to reduce eye fatigue is the angle of the book rest which is designed to provide the best light possible on the book. Sufficient light for study is provided by two regular incandescent bulbs. An automatic page holder leaves both hands free for taking notes. A space saving feature of the lamp is the rack above the book rest which will hold approximately ten large or small textbooks or notebooks. The entire unit takes up only 1¼ square feet of desk space and the book rest can be removed to provide extra space



for letter writing or other needs. The Studee-Lite is finished in two-tone Desert Bronze with pastel gray. Faries Lamp Division, Elwood, Ind.

For more details circle #522 on mailing card.

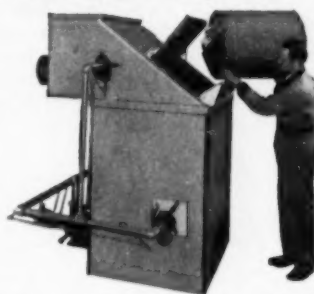
Aluminum Door Can Carry School Name

A new aluminum, narrow stile door recently introduced presents a new idea in push-pull hardware. The push bar is so made that the name, monogram or other design of the school, residence hall or other building may be displayed by simply inserting the special identification plate. A wide selection of attractive stock hardware is available where the identification is not desired.

The new Kawneer door is distinguished by advanced styling with clean, simple lines in keeping with contemporary architecture. The door combines sturdiness with attractive appearance, through aluminum construction, and is designed for the school requiring an impressive but economical entrance. The relative light weight of the aluminum makes the door easy to operate and a new technic of construction gives it added strength and rigidity. The door will feature a new dead-bolt lock with tamperproof throw bolts, designed to withstand constant wear under the most adverse conditions. The Kawneer Company, Niles, Mich.

For more details circle #523 on mailing card.

Improved Incinerators Are Smokeless and Odorless



The new Model C-2 line of Wincinators incorporates the downdraft principle for smokeless and odorless operation. All models are designed to burn either wet or dry refuse and to meet the most rigorous building codes. They handle garbage, cartons, waste paper, wooden crates and other waste. A powerful pre-mix pressurizes the fuel to multiple burners for both primary and secondary combustion, as well as a secondary combustion chamber which incorporates a special smoke baffle, settling chamber and the downdraft principle for complete combustion of smoke and odor.

The new line is equipped to burn natural, manufactured or bottled gas or oil. It is safe for installation either indoors or out and has heavy firebrick lining with latest safety devices. Oversized feed doors make it easy to feed even large crates and boxes without breaking them up. Winnen Incinerator Co., 932 Broadway, Bedford, Ohio.

For more details circle #524 on mailing card.

Conference Desk Developed for Teachers



The new Conference Teaching Desk is designed for classroom use. It has a 30 by 50 inch top with Formica facing for long wear, protection against damaging and ease of cleaning. The desk case has four drawers and there is a double center file drawer equipped with nylon rollers so that the drawer operates freely, regardless of weight of the contents.

Densified wood is used for the knee hole post of the desk to prevent splintering. The full conference feature permits students or other teachers or supervisors to sit comfortably at the rear or the end of the desk. Educators Furniture and Supply Co., Inc., 5912 "R" St., Sacramento 17, Calif.

For more details circle #525 on mailing card.

Plastic Chalkboard in Colors

Miracle Solid Plastic Chalkboard is now available in Antique Rose, Blue, Tan and New Green. This solid acrylic plastic chalkboard is light in weight, tough, resilient, shatterproof and long wearing. It can be washed freely and is not injured by moisture, cold or heat. Other features of Miracle chalkboard include high visibility, lack of glare, a fine writing surface and ease of installation. The new colors are decorative and attractive and help to brighten the classroom. New York Standard Blackboard Co., Inc., 225 Broadway, New York 7.

For more details circle #526 on mailing card.

Fire Shutters for Projection Rooms

Schools and colleges with projection rooms in auditoriums and other areas will be interested in the new line of porthole fire shutters recently introduced. The new fire shutters prevent the spread of smoke and fire destruction, should a fire start in the projection room, and minimize the possibility of panic. They also protect the projection room from vandalism. The new fire shutters are designed to meet all state and city inspection laws where gravity doors or shutters are required for projection room operation. The Best Devices Company, Inc., 10921 Briggs Rd., Cleveland 11, Ohio.

For more details circle #527 on mailing card.

PRODUCT INFORMATION

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The two cards below are detachable and are addressed to us. With this flap folded out you can turn through the magazine for the items on which you want further information.



When, in either an advertisement or "What's New" you locate the product, turn to the index to advertisements (left) or to the index of "What's New" items on the following page where you will find the key number for the item. Items advertised are listed alphabetically by manufacturer. "What's New" items are in Key Number order. Circle the corresponding key number on the card below for each item in which you are interested. The second card is for the use of someone else who may also want product data.



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When, in either an advertisement or "What's New" you locate the product, turn to the index to advertisements on the preceding page or to the index of "What's New" items (right) where you will find the key number for the item. Items advertised are listed alphabetically by manufacturer. "What's New" items are in Key Number order. Circle the corresponding key number on the card below for each item in which you are interested. The second card is for the use of someone else who may also want product data.



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BUSINESS REPLY CARD

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Key

502 Stainless Hollar
International

503 Stop, Start & I
Automatic

504 Quintette Cool
Hotpoint C

505 Unitized Air C
Koch Refriger

506 Institutional R
Revere Co

507 Marlite Plank
Marsh Wal

508 Jr. Channel R
Jones & La

509 Fiberglas-Coa
Wells All-S

510 Dish Rack Cor
Samuel O

511 Azograph Du
A. B. Dick

512 Teachers' Cor
Allen Cha

513 Viewlex Proje
Viewlex, I

514 Vascolite Ven
Wasco Fla

515 Dynoptic Pola
Bausch & I

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Stop, Start & Reverse Controller <i>Automatic Devices Co.</i>	517 Plastic-Dip <i>The Diversey Corp.</i>	531 Asymmetric Permafectors <i>Pittsburgh Reflector Co.</i>	
Quintette Cooking Unit <i>Hotpoint Co.</i>	518 Dish and Utility Cloth <i>Webb Mfg. Co.</i>	532 "Controlled Rain" <i>Febco Incorporated</i>	
Unitized Air Conditioner <i>Koch Refrigerators, Inc.</i>	519 Amscad Steel Chalkboards <i>Swarr Mfg. Co.</i>	533 "Fire Can Destroy Your Business" <i>Blaw Knox Co.</i>	
Institutional Revere Ware <i>Revere Copper & Brass, Inc.</i>	520 Spraycrete <i>Western Waterproofing Co. of Michigan</i>	534 "Correctly Controlled Daylight" <i>Luther O. Draper Shade Co.</i>	
Marlite Planks and Blocks <i>Marsh Wall Products, Inc.</i>	521 Pentron Tape Player <i>Pentron Corp.</i>	535 "Paint Guide" <i>The Arco Co.</i>	
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Dish Rack Conveyor <i>Samuel Olson Mfg. Co., Inc.</i>	524 Wincinators <i>The Winnen Incinerator Co.</i>	538 Bulletin RC-2 <i>Henry Vogt Machine Co.</i>	
Azograph Duplicating Process <i>A. B. Dick Co.</i>	525 Conference Teaching Desk <i>Educators Furniture & Supply Co.</i>	539 General Catalog No. 80 <i>Kewanee-Ross Corp.</i>	
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What's New...

Product Literature

- A collection of new literature showing **labor-saving floor treatments** has just been released by Hillyard Chemical Co., St. Joseph, Mo. The booklets, pamphlets and folders that comprise the new literature are designed to interest school superintendents, hospital administrators, sanitation engineers and maintenance staffs of institutions. Included in the new literature are "how to" suggestions for the treatment and maintenance of floors.
For more details circle #528 on mailing card.
- "1954 American School Furniture" is the title of the new catalog released by the American Seating Company, 9th and Broadway, Grand Rapids 2, Mich. The 24 page booklet gives detailed information on classroom seating, folding chairs, auditorium seating and stadium seating. Photographs of each piece of seating equipment, as well as of actual installations supplement the descriptive text.
For more details circle #529 on mailing card.
- The sixth edition of the "NAVA Membership List and Trade Directory" is now available from the National Audio-Visual Association, 2540 Eastwood Ave., Evanston, Ill. The 24 page booklet lists more than 450 audio-visual dealers throughout the country and includes information on the specific types of equipment, film libraries, equipment rentals, and services offered by each.
For more details circle #530 on mailing card.
- A new catalog outlining uses for **Asymmetric Silver-mirrored Perma-reflectors** and listing over 500 types, sizes and assemblies has been released by Pittsburgh Reflectors Co., 419 Oliver Bldg., Pittsburgh 22, Pa. The bulletin tells the values of various types of reflecting surfaces so that the user may know the proper reflecting surface to select for obtaining maximum foot-candle efficiency. It goes into the advantages of particular types of reflectors for varying work functions.
For more details circle #531 on mailing card.
- The 1954 Spring Catalog No. 18, "Controlled Rain," brought out by Febco, Inc., 1993 Blake Ave., Los Angeles 39, Calif., is now available. Both Febco automatic lawn sprinkler equipment and manual lawn sprinkler equipment are fully described and illustrated. The last three pages contain two tables plus "Layout Data" and "Watering Tips for Greener Lawns."
For more details circle #532 on mailing card.
- "Fire Can Destroy Your Business" is the subject of the new eight page bulletin No. 2426 published by The Automatic Sprinkler Department of Blaw-Knox Company, 829 Beaver Ave., Pittsburgh 33, Pa. The bulletin discusses the various types of systems such as water, fog, foam, and carbon dioxide, and illustrations are shown of the new spray sprinkler and other devices developed by the company.
For more details circle #533 on mailing card.
- "Correctly Controlled Daylight—Better Light—Better Sight," is the title of a comprehensive 24 page catalog just released by L. O. Draper Shade Co., Spiceland, Ind. The catalog gives complete details on the full line of Draper shading equipment, including Draper Sight-Saving Translucent and Durable Darkening Shades. It also carries information on the latest developments by the shade company; the Draper New-Way and the Lite-Lock Type Skylight Unit. Swatches of Dratex Shade Cloth are included. The catalog is profusely illustrated and has a section covering Draper Window Shade Hardware and Sundry Parts, and specifications for window shades and how to measure and order.
For more details circle #534 on mailing card.
- An information packed folder designed to serve as a complete "Paint Guide" for hospital, school, and institutional maintenance managers has just been released by the Arco Co., 7301 Bessemer Ave., Cleveland 27, Ohio. A reference table gives complete factual specifications of the company's complete line of paint materials designed for institutional use. Included in the folder are a total of 48 color chips and a description of the Optonic Color System of wall finishes for interior decoration.
For more details circle #535 on mailing card.
- A new catalog on **Ellison Balanced Doors** has been released by Ellison Bronze Co., Inc., Jamestown, N.Y. Described as "the door that lets traffic through quickly," it has a new control mechanism which is discussed in detail in the catalog. The catalog carries specifications and illustrates operation and construction details by line drawings and diagrams.
For more details circle #536 on mailing card.
- Full information and specifications on all types of Mills Compartments, including toilet compartments, shower and dressing rooms, are given in the new 20 page 1954 Mills Metal Compartment Catalog released by The Mills Company, 976 Wayside Rd., Cleveland 10, Ohio. Detail drawings and typical layouts for the various types of Mills toilet compartments supplement the descriptive text. Colored illustrations are used and there is a page of chips showing actual colors available in the line.
For more details circle #537 on mailing card.
- Engineering data on a complete range of sizes and types of **Vogt Refrigeration Condensers** for refrigeration service are given in Bulletin RC-2 issued by Henry Vogt Machine Co., Louisville 10, Ky. General data on refrigeration condensers is followed by a discussion of how to select the proper condenser, information on large and small ammonia and Freon condensers, dimensions and sizes. Data are given in tables and the catalog is fully indexed.
For more details circle #538 on mailing card.
- The latest and most complete data on the entire line of Kewanee high and low pressure steel boilers are given in the new 32 page **General Catalog, Number 80**, published by The Kewanee-Ross Corporation, Kewanee, Ill. The colorful booklet has been designed as a reference guide for those interested in heating and heating equipment, as well as water heating products.
For more details circle #539 on mailing card.
- The complete series of **Fisher Serological Water Baths** is described in a new bulletin recently released by Fisher Scientific Company, 717 Forbes St., Pittsburgh 19, Pa. Information is given on the improvements in the line of serological water baths, temperature control and design.
For more details circle #540 on mailing card.
- A new folder offering sizes, thicknesses, feature strip sizes and colors of **Flexachrome Vinyl Plastic-Asbestos Floor Tile** is now available through The Tile-Tex Div., The Flintkote Co., Chicago Heights, Ill. Illustrations are given showing the use of this floor tile in school libraries and hospitals.
For more details circle #541 on mailing card.
- Detailed information on **Combination Science Desks, Center Tables, Instructor's Desks and Homemaking Units** designed for use in the modern school laboratory is given in a 16 page catalog, No. EC-2, put out by Metalab Equipment Corp., 214 Duffy Ave., Hicksville, Long Island, New York. A complete line of Service Fixtures is described and illustrated and there is a section of layouts for student classrooms.
For more details circle #542 on mailing card.
- **How to Install a Rubber Tile Floor**, from the room diagram to the finished product, is covered in a new folder offered by the Rubber Flooring Division of The Rubber Manufacturers Association, 444 Madison Ave., New York 22. A chart on which to diagram the room and lay out the floor pattern is included with instructions on preparing the sub-floor, installing the rubber tile and maintaining the finished floor.
For more details circle #543 on mailing card.
- Typical installations of **Powermaster Packaged Automatic Boilers** include those in schools, hospitals and other institutions. The list is given in a new four page folder released by Orr & Sem-bower, Inc., Morgantown Rd., Reading, Pa. Outstanding constructional and operational advantages of the Powermaster are described and pictured in the new folder.
For more details circle #544 on mailing card.

Supplier's News

The Swartzbaugh Mfg. Co., manufacturer of food handling equipment, announces removal of its offices and plant from Toledo, Ohio, to Murfreesboro, Tenn. as of April 1, 1954.



Only BOLTA gives you such outstanding durability in patterns and colors.

- Non-porous, satin-smooth surfaces
- Impervious to cigarette burns, food acids, alcohol, fruit juices
- Lightweight, noiseless, easy to handle
- Washable in mechanical dishwashers
- Will not warp, split or stain
- 8x10, 10x14, 12x16, 14x18, 15x20

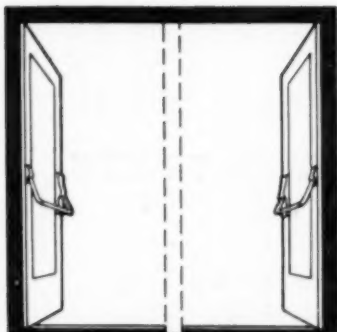


Also Famous Boltalite Hard Rubber Trays in Sizes 12 x 16 and 14 x 18
Also Boltabilt Trays in Round, Oblong and Oval Shapes in 15 Different Sizes

Because COLOR peps up young appetites and spirits, other leading American schools choose BOLTA Laminated COLOR TRAYS . . . from a choice of 36 modern color-and-pattern combinations that lend zest to school meals and add cheer and sparkle to cafeterias. Only BOLTA gives you COLOR TRAYS like these . . . laminating 17 — yes, seventeen — separate layers for up-to-ten times as much durability, for as much as two-to-six years of extra wear. In the long run, BOLTA TRAYS cost you less — in fact, much less.

The **BOLTA** Company
LAWRENCE MASSACHUSETTS

Planning to Re-decorate? Specify BOLTAFLEX for booths and furniture, BOLTA-WALL for interiors

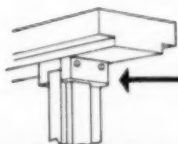


**Full opening width
is always available
when you specify...**

Von Duprin

**Removable
"Frame-Pattern" Mullions**

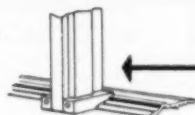
● In any double-door exit equipped with rim type devices, consider the practical, flexible advantages of the Von Duprin *removable* mullion. Sturdy body, plus engineered "Frame Pattern" design, provide uncommon strength and rigidity . . . and a positive, *full-length* stop for both doors. Yet the Von Duprin No. 1254 mullion can be removed entirely from the frame in mere minutes—simply by removing screws. Mullion is furnished drilled and tapped for Von Duprin strikes. Standard finish is maroon bronze. Brushed aluminum is available on special order. For specifications and full details, ask your Von Duprin Representative, or write direct.



← **Removable side clamp**



← **Drilled and tapped for strikes**



← **Bottom set screws**

Von Duprin Mullions are easily removed simply by removing screws that hold the side clamp, loosening the bottom set screws and lifting out.

The line of Von Duprin Exit Devices and auxiliary hardware includes everything for the complete exit installation, engineered to *work together* in design, safety and mechanical harmony.

VONNEGUT HARDWARE CO., VON DUPRIN DIVISION
INDIANAPOLIS 9, INDIANA

